



## **Adopted Annual Budget**

*for the Fiscal Year Ending June 30, 2011*

**Adopted by the City Council – May 24, 2010**

### **Mayor**

Maureen Donker, Ward II

### **Council Members**

Thomas W. Adams, Ward I, Mayor Pro Tem

Scott Gaynor, Ward III

Bruce A. Johnson, Ward IV

Marty Wazbinski, Ward V

### **City Manager**

Jon Lynch

### **Director of Fiscal Services**

David A. Keenan, C.P.A.

### **City Controller**

Margaret A. Maday

## **About the Cover**

### **Midland, MI voted America's "Best Tennis Town"**

On September 6, 2009, the town of Midland, Mich., was named the winner of the USTA's "Best Tennis Town" search, the first-ever initiative designed to identify and reward the American communities—from small, rural towns to large, urban metro areas and everywhere in between—that best exemplify the passion, excitement, spirit and impact that tennis brings to the local level.

The announcement was made Sunday night during a special ceremony in Arthur Ashe Stadium during the 2009 US Open competition at the USTA Billie Jean King National Tennis Center in Flushing, N.Y. As America's "Best Tennis Town," Midland—which garnered the most votes during the nationwide, online balloting period from July 16 to July 26—will receive a \$100,000 grant from the USTA to be used for community-wide tennis programming or facility enhancements.

"The 'Best Tennis Town' competition set out to find a town that is committed to the sport and its growth in the community," said Kurt Kamperman, Chief Executive, Community Tennis, USTA. "We were overwhelmed by the enthusiasm of all of the entrants and are pleased to see Midland, a community that exudes such spirit and passion for tennis, take home the title and the grant to continue its dedication to tennis in the community."

With a population of 41,685, Midland has more than 10,000 local players who take to their community courts every year. The Midland Community Tennis Center also hosts more than 20 tennis tournaments throughout the year. The community's spirit for tennis was in evidence at the US Open ceremony, with a bus full of 80 town residents making the trek from Michigan to New York to support Midland in hopes it would capture the title.

"We do our best to exemplify the community spirit that is at the heart of the USTA's mission," said Mike Woody, Executive Director of the Midland Tennis Center, who received the trophy and \$100,000 grant check on behalf of Midland. "We must thank the entire community—local, regional and state—as well as the great support we get from our people, our public schools and all the local businesses and partners whose efforts really made this honor possible."

Midland beat out a total of 56 cities in the USTA's nationwide search to identify America's "Best Tennis Town." The national competition began in May, when tennis communities from across the country submitted their entries for consideration on [www.besttennistown.com](http://www.besttennistown.com). After carefully reviewing each submission, a panel of judges selected 10 communities as finalists. The USTA profiled the Top 10 contenders on [www.besttennistown.com](http://www.besttennistown.com) and hosted a nationwide vote to determine the 2009 "Best Tennis Town."<sup>[1]</sup>

## **References**

1. <http://tennis.teamusa.org/news/2009/09/06/midland-michigan-voted-america-39-s-quot-best-tennis-town-quot/15893>

## **Table of Contents**

### **Budget Message**

Budget Message .....	II
----------------------	----

### **General Fund**

How the City Allocates Its Money .....	2
Combined Summary of Budget Appropriations and Revenues .....	3
Estimated Revenues by Source .....	4
Estimated Expenditures by Function .....	6
Council/Executive Administration ( <i>City Manager, City Attorney, City Clerk</i> ) .....	14
Engineering .....	36
Fire .....	48
Fiscal Services ( <i>Assessing, Finance, Purchasing, Treasurer</i> ) .....	58
Human Resources .....	84
Parks & Recreation .....	92
Planning & Building Inspection .....	102
Police .....	112
Public Services .....	122

### **Special Revenue Funds**

Community Development Funds .....	132
Dial-A-Ride Fund .....	142
Downtown Development Authority Fund .....	150
Grace A. Dow Library Fund .....	158
Major and Local Street Funds .....	168
Midland Community Television Fund .....	178
Storm Water Management Fund .....	186

### **Enterprise Funds**

Civic Arena Fund .....	194
Currie Municipal Golf Course Fund .....	202
Parking Fund .....	210
Senior Housing Funds .....	214
Utilities Division Funds ( <i>Landfill, Wastewater, Water Treatment and Distribution</i> ) .....	228

### **Internal Service Funds**

Equipment Revolving Fund .....	272
Health Insurance Fund .....	280
Information Services Fund .....	284
Municipal Services Annex Fund .....	298
Municipal Service Center Fund .....	302
Property and Liability Insurance Fund .....	310
Renewable Energy Services Fund .....	314
Special Assessment Revolving Fund .....	320

### **Debt Service Fund**

Debt Service Fund .....	324
Schedule of Debt Requirements .....	326

### **Trends and Summaries**

Net Cost of Certain Departments .....	330
Budget Consolidation .....	332
General Fund Revenue and Expenditures by Function .....	333
Capital Purchases and Projects .....	334
General Fund Five-Year Capital Plan .....	338
Authorized Employees by Fiscal Year .....	339
Comparative & Combined Tax Rates per \$1,000 of Taxable Value .....	340
Schedule of Taxable Values .....	341
2010 Ten Largest Taxpayers .....	342
Constitutional Tax Limitations .....	343



April 12, 2010

Mayor and City Council  
City of Midland  
333 W. Ellsworth  
Michigan, MI 48640

Dear Mayor and Councilmen:

In accordance with the City Charter I present to you the City budget for fiscal year 2010-11. This budget document provides a view of each municipal department and activity fund that highlights organizational structure, service goals, historic funding, employment levels, and basic performance indicators. It is also a planning guide that outlines the level of service provided to residents, businesses, and visitors during the fiscal year.

Similar to each of the past two fiscal years, 2010-11 presents continued challenges of rising costs with declining revenues. The 2008-09 budget provided a \$1.4 million reduction of General Fund spending, followed by a \$2.2 million reduction in 2009-10. Entering this year's budget process the fiscal year 2010-11 was projected to end in a \$2.6 million deficit.

In an effort to preserve services demanded by citizens the 2008-09 budget included increasing the millage rate by 0.75 mill to produce \$1.6 million of additional revenue. This was followed by a 0.95 mill property tax increase in 2009-10 that generated \$2.1 million of additional revenue. Following the guidance provided by City Council during their January, 2010 planning retreat, this proposed budget does not recommend a millage rate increase.

The General Fund fiscal year 2010-11 budget is balanced by eliminating eight full-time positions, reducing two full-time positions to part-time status, protecting the City's fund balance, modifying delivery of certain services, and utilizing unanticipated prior-year savings in excess of the targeted fund balance to fund the remaining deficit.

## **BUDGET PARAMETERS**

During its annual planning retreat City Council set forth the following general parameters applicable to this recommended budget:

- Community input solicited in 2008 must be taken into account
- A millage increase will not be viewed favorably
- All services must be examined and considered for modifications / reductions such that a balanced budget is produced

## ***Community Input Results***

In December of 2008 the City Council received results of all three community input methods during a presentation by Kezziah Watkins, the firm that conducted the studies. Generally, the residents of Midland expect the following:

**Midland is a special place, due in part to its high service levels**

- A safe and clean city are fundamental expectations
- Service modifications are preferred over service elimination

**Efficiency is mandatory**

- Workforce size should not exceed service demand
- Ensure labor costs are consistent with other private and public entities
- Collaborate with other public agencies
- Consider privatization and outsourcing
- Use longer equipment replacement schedules

**Managing local impacts of the national economic crisis requires difficult choices**

- Utilize a combination of spending cuts and tax increases
- Implement user fees for narrowly consumed services

**Changes must establish a solid foundation for the future**

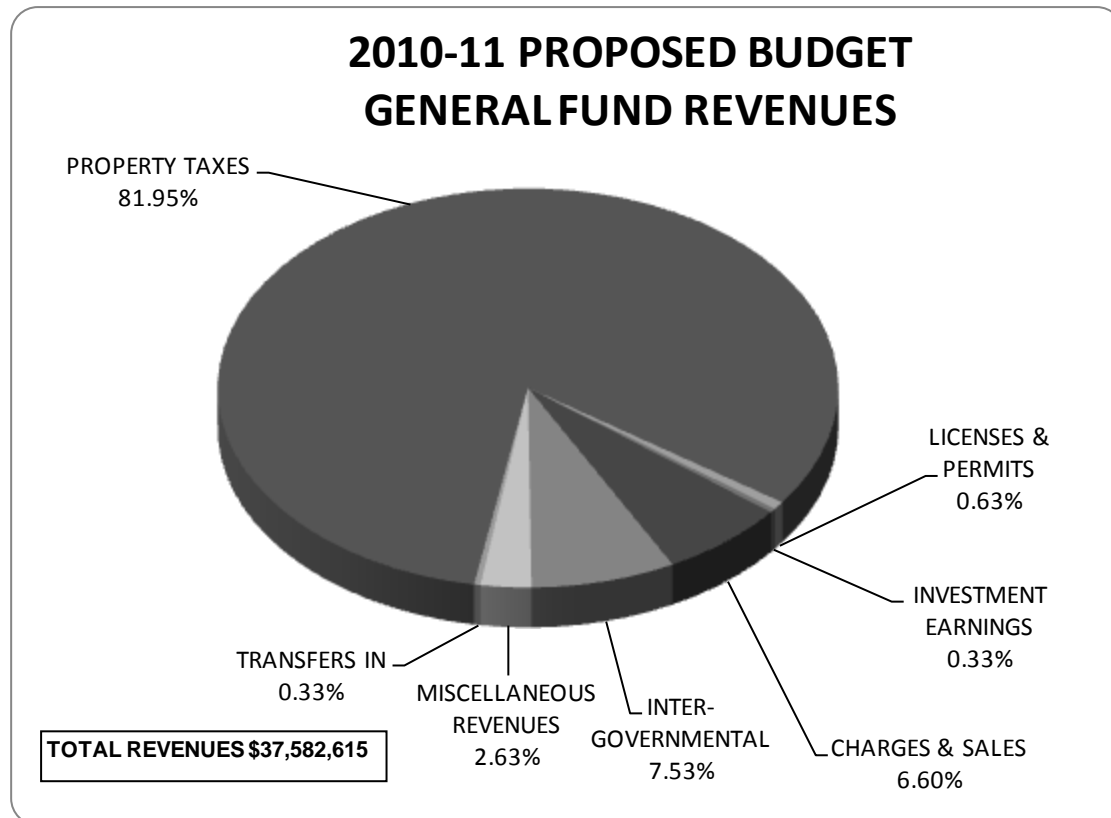
- Reduce costs now to mitigate need for additional tax increases next year
- Preserve services to disadvantaged and consider impacts on all

During its annual strategic planning session conducted in January of 2010 the City Council again articulated its expectation that it would receive a proposed budget that takes all of these directives into account.

## Financial Trends

### General Fund Revenues

The following chart indicates the various General Fund revenue sources for 2010-11 and the proposed relative percentage supplied by each.



**Property Taxes:** The City Council has authority for the 2010-11 fiscal year to levy a tax rate of up to 20.81 mills without a vote of the citizens, as indicated below:

<u>Authority</u>	<u>Millage Rate</u>
City Charter	16.81 mills*
Library Statutory	1.00 mills
Solid Waste Authority	3.00 mills
<b>TOTAL</b>	<b>20.81 mills</b>

*\*18 mills authorized by Charter have been reduced by the state constitution (Headlee Amendment) to 16.81 mills.*

The total millage rate proposed for 2010-11 is 13.94 mills, including 0.27 of a mill for voter-approved debt service. This represents the same millage levy as the 2009-10 fiscal year.

The following table presents comparisons of the proposed property tax rate with those of preceding years:

<b><u>Charter Operating Millage</u></b>	<b><u>2006-07</u></b>	<b><u>2007-08</u></b>	<b><u>2008-09</u></b>	<b><u>2009-10</u></b>	<b><u>2010-11</u></b>
General Operations	10.09	9.49	11.49	12.54	12.55
Tax Appeal Reserve	1.70	1.34	-	-	-
Storm Water Management	<u>0.08</u>	<u>0.17</u>	<u>0.21</u>	<u>.13</u>	<u>.12</u>
Subtotal	11.87	11.00	11.70	12.67	12.67
Library Operations - statutory		1.00	1.00	1.00	1.00
<b><u>Voter Approved Debt Millage</u></b>					
Sanitary Sewer Improvement	<u>0.23</u>	<u>0.24</u>	<u>0.29</u>	<u>0.27</u>	<u>0.27</u>
<b>TOTAL CITY MILLAGE</b>	12.10	12.24	12.99	13.94	13.94

**Rate of Growth of Property Tax Base:** Data from the City Assessor indicate that industrial property values increased 19.68%, utility property values increased 5.67%, commercial property values increased 3.87%, and residential property values decreased 2.8%. Proposal A (a 1994 amendment to the state constitution) requires that the increase in taxable value be capped at the Consumer Price Index or 5%, whichever is less. For the 2010 tax year the Proposal A cap is .97%. As a result of all these factors, the net taxable value increased by 7.18% from \$2,183,920,628 to \$2,340,618,615.

In May of 2009 Midland Cogeneration Venture (MCV), then the City's second largest taxpayer, sold 100% of its interest in the company prompting the related property to become uncapped for valuation purposes in accordance with the General Property Tax Act (PA 206 of 1893). In order to determine the value for this property the City Assessor contracted with an independent appraiser and arrived at a value that increased the taxable value of the property by approximately \$184 million. This increase will provide the City with approximately \$2.6 million of additional property tax revenue and fees.

The taxpayer is not in agreement with this valuation, has unsuccessfully appealed the value to the Board of Review, but has not yet filed an appeal with the Michigan Tax Tribunal (MTT). Should the taxpayer appeal to the MTT and be successful in decreasing its taxable value the City would be required to refund all taxes and fees collected on that decrease. Because the amounts could potentially be significant, the City has elected to set aside the entire \$2.6 million in its reserve for contingencies.

The following table presents the City's net taxable value for the recommended year, and previous five years:

<b>Fiscal Year</b>	<b>Tax Year</b>	<b>Net Taxable Value</b>	<b>% + (-)</b>
June 30, 2006	2005	2,473,300,950	(0.56)
June 30, 2007	2006	2,544,140,950	2.86
June 30, 2008	2007	2,548,121,750	0.16
June 30, 2009	2008	2,119,354,000	(16.83)
June 30, 2010	2009	2,183,920,628	3.05
June 30, 2011	2010	2,340,618,615	7.18



The above 7.18% increase in net taxable value for 2010 reflects the actual increase. By removing the value under dispute by MCV, the available net taxable value being used to fund operations for 2010-11 fiscal year is \$2,156,952,615, or a decrease of 1.23%.

**State Shared Revenue:** The state revenue sharing program distributes sales tax collected by the State of Michigan to local governments as unrestricted revenues. Funding for the program consists of the following dedicated tax revenues:

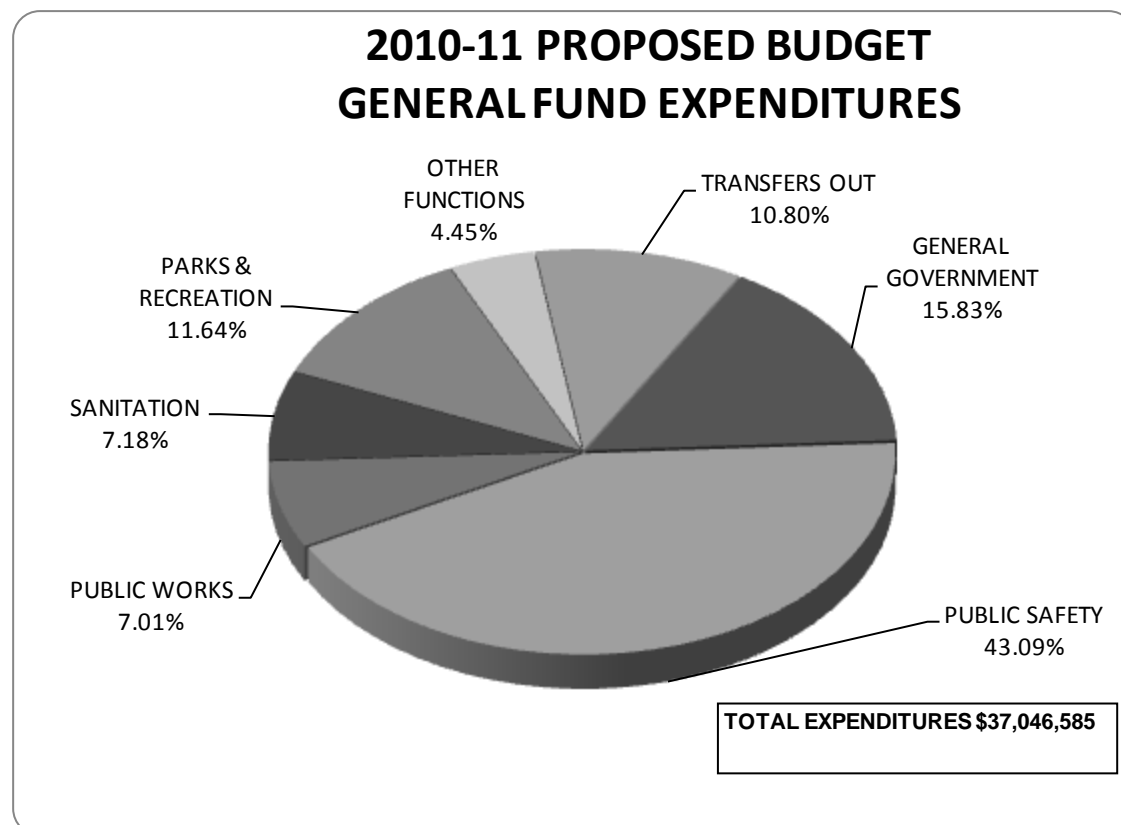
- Constitutional – 15% of the 4% gross collections of the state sales tax
- Statutory – 21.3% of the 4% gross collections of the state sales tax

For the fiscal year 2009-10 the City budgeted to receive approximately \$3.3 million in state revenue sharing. Several months into the City's fiscal year the State adopted its budget, which included a \$410,000 reduction in the level of funding the City would receive for the fiscal year 2009-10. Further reductions are anticipated for the 2010-11 fiscal year, reducing the amount expected to be received to \$2.77 million.

**Investment Earnings:** For the third year in a row, economic conditions have negatively impacted the investment market, causing the City to downgrade its outlook for investment earnings for the upcoming year. The recommended 2010-11 budget uses an average rate of return of .5%.

## General Fund Expenditures

The following chart illustrates the various proposed General Fund expenditure categories and the relative percentage of each.



The above pie chart categorizes each expense of the General Fund into the function, or service, it provides. Within each of these shaded areas of the pie chart expenses can be further classified into these sub-categories:

- Personal services: salaries, wages, and employee benefit costs
- Supplies: materials and other consumable products
- Other charges: purchased services and rental
- Capital outlay: large purchases or projects to be consumed over many years

**Personal Services:** Within the General Fund, the largest expense classification is personal services. Each year the City faces challenges during the budget process in searching for ways to control these costs through negotiating collective bargaining agreements, modifying benefit plans or exploring creative funding mechanisms. Like prior year budgets, the 2010-11 recommended budget must consider these same challenges. It includes a 15% increase in contributions to the defined benefit pension plan for non-police and fire employees, and a 10% increase in contributions to the police and fire defined benefit pension plan.

Health insurance costs for active employees will increase by 7%; however, this increase is being netted back to zero by using reserves in the City's Health Insurance Internal Services Fund to fund the increase. Costs for post-employment health benefits will increase by 1.7%, as actuarially determined by the most recent study.

In July of 2005 the City closed the defined benefit pension plan to all non police and fire new hires. This decision will result in higher contributions for the next several years until the plan is near fully funded status, expected to occur by year 2017. After such time, annual City savings will be significant as City contributions will be reduced to funding plan maintenance as opposed to plan benefit prefunding.

In an effort to control the overall cost of personal services the City makes it a priority to keep the number of employees to the minimal level required to provide the level of service requested by Citizens. In addition, positions are regularly evaluated to determine whether the proper staffing should be full-time or part-time. The 2010-11 City-wide proposed budget includes the elimination of ten full-time positions and one part-time position, and the conversion of two full-time positions to part-time. Within the General Fund, six full-time positions were eliminated and two reduced to part-time status. Also, full-time positions outside of the General Fund but having General Fund budgetary implications were eliminated, one in the Grace A. Dow Memorial Library Fund and one in the Downtown Development Authority Fund. These staffing changes are expected to reduce future General Fund costs by approximately \$575,000. Further, one full-time position and one part-time position have been eliminated in the Water Fund and Washington Woods Fund, respectively, increasing the reduction of future costs to approximately \$1,025,000. A detail listing of the affected positions is provided on page IX of this message.

**General Fund Contingency Balance:** In the current economic climate there are a number of uncertainties that could result in significant unexpected expenditures and/or revenue shortfalls. Here are just a few:

- The impact of Michigan's continued economic struggles on State Shared Revenue
- Economic challenges posed to any of the City's larger taxpayers.
- Michigan Legislature's ongoing plans to change the State property tax structure and the methods by which taxpayers are able to appeal their taxable values.
- Property tax appeals by any of the City's largest taxpayers.

The general tax rate is annually established by the City Council when the budget is approved and may not be changed to accommodate unforeseen events until the following May. A reserve for contingencies of \$250,000 is recommended as a separate line item in the proposed General Fund budget and would be available for transfer without a budget amendment. As a further precaution, the City Council has also adopted a policy of reserving \$1.5 million of unreserved General Fund fund balance in order to provide a cushion for more significant unbudgeted events. Credit rating agencies as well as the City's independent auditors have recommended that the City begin building its unreserved fund balance to further provide the City protection against future unfavorable budgetary situations. The existence of these safeguards of the City's financial condition is considered by credit rating agencies in upholding the City's favorable credit rating.

The proposed budget increases the General Fund fund balance reserve for contingencies to \$4.1 million. This is comprised of the \$1.5 million reserved by City Council plus the \$2.6 million of disputed revenue relating to the MCV valuation. In addition, an unreserved fund balance of \$2.8 million is projected to be available, if needed, for future unfavorable budgetary situations. Total fund balance is projected to be approximately \$6.9 million.

## Other Activity

**Water Fund:** The 2010-11 recommended budget includes a 3% rate increase.

A summary of water rate increases over the last five years is shown in the table below:

<u>Year ending June 30</u>	<u>% increase</u>
2007	4%
2008	4%
2009	3.5%
2010	3%
2011	3%

**Wastewater Fund:** The 2010-11 Wastewater Fund budget includes a 5% rate increase.

A summary of wastewater rate increases over the last five years is shown in the table below:

<u>Year ending June 30</u>	<u>% increase</u>
2007	4%
2008	5%
2009	5%
2010	5%
2011	5%

The City has performed a neighborhood study to determine the capacity of neighborhood sanitary sewer systems. The results of the neighborhood study help identify the most appropriate method of increasing capacity of the system. This includes further sewer lining, selective removal of footing drains, and other options. The Wastewater Fund's long range financial plans provides for working capital in excess of the goal that could be used to partially fund these improvements. However, complete implementation of the indentified improvements would likely involve additional rate increases for a pay-as-you-go approach, or the sale of a bond issue.

## MAJOR BUDGET INITIATIVES

This proposed budget is intended to reflect community values. To that end it preserves most public services. Following is a summary of how this proposed budget falls within the community expectations previously described.

### **Midland is a special place, due in part to its high service levels**

- A safe and clean city are fundamental expectations
  - No reductions of uniformed officers in the Midland Police Department are proposed.
  - No reductions of uniformed officers in the Midland Fire Department are proposed.
- Service modifications are preferred over service elimination
  - Grace A. Dow Memorial Library acquisitions will be reduced \$100,000
  - Midland Parks and Recreation will no longer fund:
    - Canoe Livery
    - Summer Community Band
  - New construction and maintenance for major and local streets will be reduced due to reductions in the level of gas and weight tax received from the State, and county road millage proceeds. Staffing reductions within the Engineering and Public Services departments have been made to offset this reduced funding.
  - Downtown Development Authority (DDA) administration will be the responsibility of the City Clerk, thus eliminating the DDA executive director position, and sharing City Clerk costs between the General Fund and DDA fund.

### **Efficiency is mandatory**

- Workforce size should not exceed service demand
  - The following positions are not funded in this budget:
    - Assessing Department, Deputy City Assessor
    - Engineering Department, Assistant City Engineer
    - Engineering Department, Engineering Aide III
    - GADML, Library Assistant
    - Information Services, GIS Manager
    - DDA, Executive Director
    - Parks & Recreation Department, Equipment Operator
    - Police Department, Office Assistant
    - Public Services Department, Equipment Operator
    - Senior Housing, Part Time Housing Aide I
    - Water Distribution, Service Person
  - The following positions were reduced from full-time to part time:
    - City Manager's Office, Assistant Administrative Secretary
    - Parks & Recreation Department, Recreation Coordinator
- Ensure labor costs are consistent with other private and public entities
  - This budget continues for a second year wage freezes for employees in the City Council Staff and the Unclassified Service groups.

- During this budget cycle the following bargaining groups are subject to wage freezes:
  - Midland Municipal Employees Association
  - United Steel Workers Local 14009
  - Police Officers Association of Midland
- The City of Midland annually benchmarks wages and benefits against local, regional, and national data from both public and private sector employment. Midland continues to find its wages and benefits at average levels. Annual benchmarking will continue.
- Consider privatization and outsourcing
  - During the FY10-11 budget cycle staff will continue to solicit and evaluate proposals for the provision of sanitation services including weekly solid waste collection, periodic heavy item collection, yard waste collection, and recycling collection.
- Revise equipment replacement schedules
  - During FY08-09 the Department of Public Services commissioned a best practices assessment of the City's Equipment Revolving Fund (ERF). Recommendations are currently being implemented that will reduce the number of vehicles in the City's fleet as well as reduce costs of maintaining remaining vehicles and equipment.

### **Managing local impacts of the national economic crisis requires difficult choices**

- Utilize a combination of spending cuts and tax increases
  - Recommended personnel cost expenditure reductions of approximately \$1.025 million.
  - No millage increase is recommended.

### **Changes must establish a solid foundation for the future**

- Preserve services to disadvantaged and consider impacts on all
  - Once again, the budget proposed for FY10-11 is not based on "across the board" spending cuts, but rather a careful analysis of spending and functions within each department. Proposed spending reductions are intended to mitigate, to the extent possible, impacts on Midland citizens.
- For many seasons the Currie Municipal Golf Course Fund has struggled financially to adequately respond to weather conditions, economic conditions, local competition, changes in management personnel and strategies, and a host of other variables. The 2010-11 budget recommends changes that are directed towards establishing a more realistic cost structure, as well as provide the opportunity for some significant operational changes.
  - *Operational assessment:* The 2009-10 budget, as amended, includes funding for an industry expert to analyze all parts of the Course's operations to provide constructive suggestions and develop a business plan to make the Course more financially solvent in the future.

- *Recreational attributes:* There is a disparity between accounting for the Course as a profit-seeking business and not allowing it to truly operate as one. The Course is a benefit to the entire Midland community and operates with certain attributes that are more characteristic of a community recreational program than a profit-seeking business. The proposed 2010-11 budget recognizes this and provides General Fund assistance to help defray the costs of these attributes.
- *State of Michigan:* In order to satisfy a requirement of the State of Michigan, the City submitted a five-year plan to eliminate the operating deficit of approximately \$1.1 million that had accumulated over the past ten years in the Currie Municipal Golf Course Fund. In order to accomplish this, the City had to utilize General Fund contributions as an alternative revenue source. While this strategy has been used by the City to fund other areas of operation, such as the Plymouth Pool, Barstow Airport, Civic Arena, and Sanitary Sewer Improvements, it has not been used previously for the golf course. To apply this practice to the golf course would also be consistent with recognizing its community recreational attributes as previously discussed.

### RECOMMENDATION

It is recommended that copies of this proposed budget be placed on display in the City Clerk's Office at City Hall and at the Grace A. Dow Memorial Library for public examination. In addition, the entire document can be viewed on the City's web site, [www.midland-mi.org](http://www.midland-mi.org).

We wish to remind Councilmen of the following public hearings and budget study work session that were set by Council on November 23, 2009. These meetings will be televised on MGTV, Cable Channel 96, to provide our citizens with as many opportunities as possible to view and participate in the City's budget process.

- Monday, April 19, 2010 – City Council budget work session (special meeting).
- Monday, April 26, 2010 – preliminary public hearing on proposed budget (regular meeting).
- Monday, May 10, 2010 – charter required public hearing on proposed budget (regular meeting).
- Monday, May 24, 2010 – charter mandated date for adoption of the budget by City Council (regular meeting).

It should also be pointed out that good fiscal management dictates that you wait to set the tax rate until the County Board of Commissioners meets to officially equalize property values for Midland County. This meeting is tentatively scheduled for April 13, 2010.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jon Lynch".

Jon Lynch, AICP ICMA-CM  
City Manager



## **General Fund**

*for the Fiscal Year Ending June 30, 2011*

**How the City Allocates Its Money**  
**Combined Summary of Budget Appropriations and Revenues**  
**Estimated Revenues by Source**  
**Estimated Expenditures by Function**  
**Council / Executive Administration**  
**Engineering**  
**Fire**  
**Fiscal Services**  
**Human Resources**  
**Parks & Recreation**  
**Planning & Building Inspection**  
**Police**  
**Public Services**

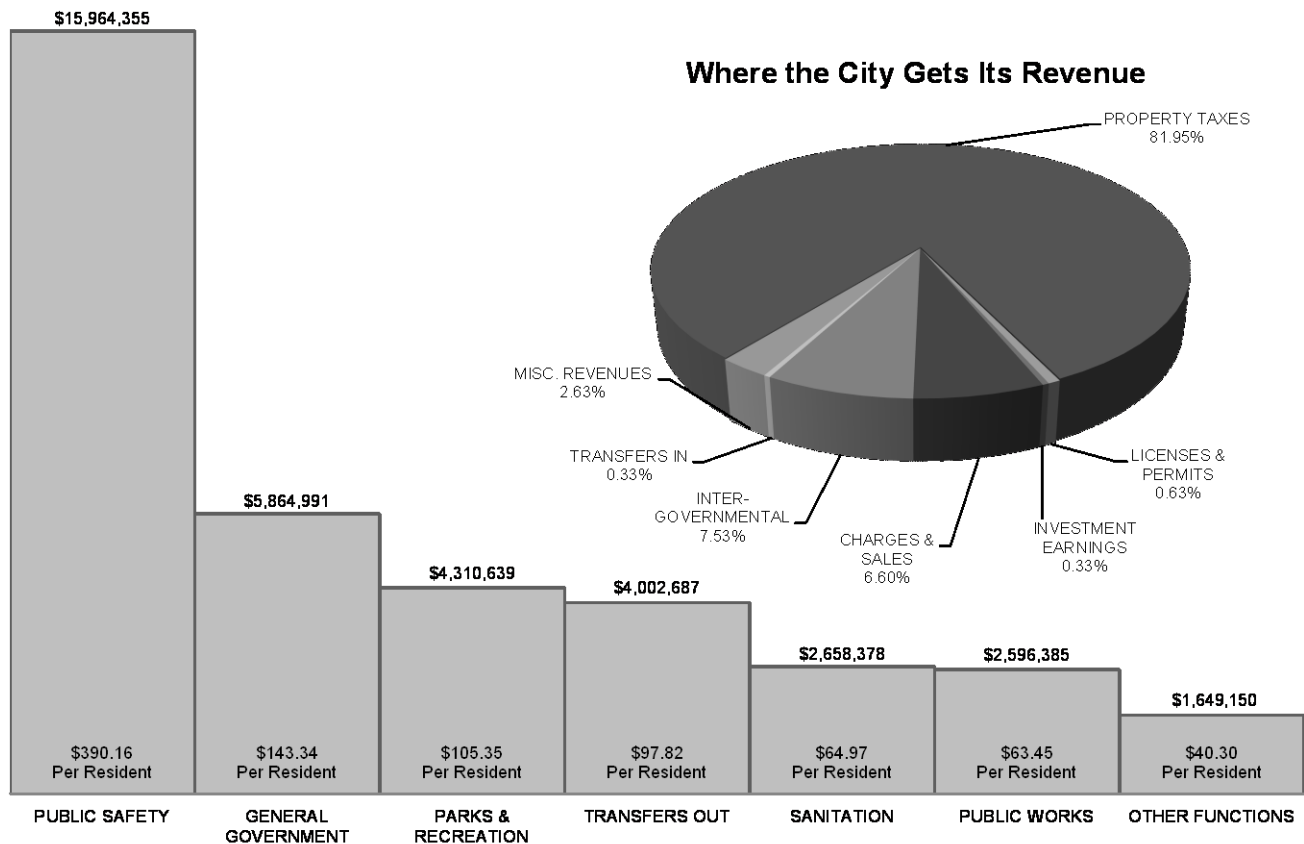




## How the City of Midland Allocates Its Money

The 2010-11 General Fund Budget is \$37 million, which equates to \$905 per resident (population 40,917).

The financial information presented here is intended to provide City residents with general information about how the City's revenue is utilized. Detailed information can be found in the budget document. As you will note, 43.09% of the dollars spent are for Police and Fire protection.





# Combined Summary of Budget Appropriations & Revenues

## FUND 101 - GENERAL FUND COMBINED SUMMARY OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes	\$ 24,761,766	\$ 27,591,796	\$ 27,699,144	\$ 29,649,368
Tax administration fee	865,036	900,000	920,537	1,021,500
Other tax related revenues	128,468	130,000	130,000	130,000
Licenses and permits	510,956	454,185	379,353	235,780
Intergovernmental	3,448,716	3,622,799	3,275,705	2,831,115
Charges for services	2,181,112	2,336,466	2,338,604	2,273,109
Use and admission charges	203,733	206,100	186,050	206,950
Investment earnings	420,150	450,000	80,000	125,000
Airport sales	197,614	224,929	207,269	225,615
Other revenues	9,495	8,400	12,665	10,500
Fines and forfeits	180,678	167,000	182,450	170,750
Rentals	108,724	111,979	111,892	113,306
Miscellaneous revenues	572,882	768,580	803,121	466,622
Total revenues	33,589,330	36,972,234	36,326,790	37,459,615
<b>Expenditures</b>				
General government	5,972,261	6,071,685	5,830,658	5,864,991
Public safety	14,825,441	15,595,902	15,173,561	15,964,355
Public works	2,601,674	2,809,570	2,785,594	2,596,385
Sanitation	2,500,680	2,579,806	2,592,489	2,658,378
Parks and recreation	4,213,868	4,526,484	4,477,133	4,310,639
Airport	309,191	485,078	333,875	318,650
Other functions	35,228,260	1,182,367	964,019	1,080,500
Reserve for contingencies	-	206,587	-	250,000
Total expenditures	65,651,375	33,457,479	32,157,329	33,043,898
Excess of Revenues Over (Under) Expenditures	(32,062,045)	3,514,755	4,169,461	4,415,717
<b>Other Financing Sources (Uses)</b>				
Bond issue proceeds	17,677,757	-	-	-
Operating transfers in	80,183	120,000	119,013	123,000
Operating transfers out	(4,122,482)	(4,311,123)	(4,354,562)	(4,002,687)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(18,426,587)	(676,368)	(66,088)	536,030
<b>Fund Balance - beginning of year</b>	24,877,155	6,450,568	6,450,568	6,384,480
<b>Fund Balance - end of year</b>	\$ 6,450,568	\$ 5,774,200	\$ 6,384,480	\$ 6,920,510
Unreserved fund balance	\$ 4,950,568	\$ 4,274,200	\$ 4,884,480	\$ 2,764,714
Reserved fund balance - contingencies	1,500,000	1,500,000	1,500,000	4,155,796
Total fund balance	\$ 6,450,568	\$ 5,774,200	\$ 6,384,480	\$ 6,920,510

# Estimated Revenues by Source

## FUND 101 - GENERAL FUND ESTIMATED REVENUES BY SOURCE Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10 Budget	2009-10 Estimate	2010-11 Adopted
<b>Property Taxes</b>				
Property taxes	\$ 24,255,877	\$ 26,876,183	\$ 27,003,689	\$ 28,955,208
Industrial facilities taxes	650,786	934,469	935,413	935,500
Property taxes captured	(144,897)	(218,856)	(239,958)	(241,340)
	<u>24,761,766</u>	<u>27,591,796</u>	<u>27,699,144</u>	<u>29,649,368</u>
<b>Other Tax Related Revenue</b>				
Tax administration fee	865,036	900,000	920,537	1,021,500
Payments in lieu of taxes	31,258	30,000	30,000	30,000
Penalties - delinquent taxes	97,210	100,000	100,000	100,000
	<u>993,504</u>	<u>1,030,000</u>	<u>1,050,537</u>	<u>1,151,500</u>
<b>Licenses and Permits</b>				
Rental dwelling inspections	63,650	55,000	55,000	25,000
Building permits	300,373	253,000	203,000	130,100
Mechanical permits	28,244	25,000	25,000	12,500
Electrical permits	48,573	42,500	34,000	16,800
Plumbing permits	35,405	34,000	27,000	15,000
Other licenses and permits	34,711	44,685	35,353	36,380
	<u>510,956</u>	<u>454,185</u>	<u>379,353</u>	<u>235,780</u>
<b>Intergovernmental</b>				
State sales taxes	3,374,408	3,320,000	2,909,669	2,773,615
Liquor license control	31,172	30,000	32,585	32,500
State grants	-	45,000	45,000	-
Federal grants	43,136	227,799	288,451	25,000
	<u>3,448,716</u>	<u>3,622,799</u>	<u>3,275,705</u>	<u>2,831,115</u>
<b>Charges for Services</b>				
Administrative charges	1,862,854	2,011,870	2,017,448	1,907,802
Cemetery	107,774	120,000	94,516	115,000
Composting	122,775	120,000	140,000	165,000
Public safety	52,280	49,000	51,000	51,000
Refuse collection	35,429	35,596	35,640	34,307
	<u>2,181,112</u>	<u>2,336,466</u>	<u>2,338,604</u>	<u>2,273,109</u>
<b>Use and Admission Charges</b>				
Swimming pools	82,230	71,500	62,622	70,400
Recreation activities	121,503	134,600	123,428	136,550
	<u>203,733</u>	<u>206,100</u>	<u>186,050</u>	<u>206,950</u>
<b>Investment Earnings</b>	<u>420,150</u>	<u>450,000</u>	<u>80,000</u>	<u>125,000</u>
<b>Other Revenues</b>				
Airport sales	197,614	224,929	207,269	225,615
Other sales	9,495	8,400	12,665	10,500
Fines and forfeits	180,678	167,000	182,450	170,750
Rentals	108,724	111,979	111,892	113,306
Miscellaneous revenues	572,882	768,580	803,121	466,622
	<u>1,069,393</u>	<u>1,280,888</u>	<u>1,317,397</u>	<u>986,793</u>
<b>Total revenues</b>	<u>33,589,330</u>	<u>36,972,234</u>	<u>36,326,790</u>	<u>37,459,615</u>



## Estimated Revenues by Source

FUND 101 - GENERAL FUND  
ESTIMATED REVENUES BY SOURCE  
Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Other Financing Sources</b>				
Bond issue proceeds	\$ 17,677,757	\$ -	\$ -	\$ -
Operating transfer in - Special Assessment Fund	80,000	120,000	119,013	123,000
Operating transfer in - Real Estate Rental Fund	183	-	-	-
	<u>17,757,940</u>	<u>120,000</u>	<u>119,013</u>	<u>123,000</u>
Total financing sources	17,757,940	120,000	119,013	123,000
<b>Total Revenues and Other Financing Sources</b>	<u>\$ 51,347,270</u>	<u>\$ 37,092,234</u>	<u>\$ 36,445,803</u>	<u>\$ 37,582,615</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>General Government</b>				
City Council				
Personal services	\$ 22,726	\$ 22,740	\$ 22,740	\$ 22,741
	22,726	22,740	22,740	22,741
City Manager				
Personal services	646,142	663,097	646,559	678,486
Supplies	2,631	4,135	4,131	3,619
Other charges	84,115	40,404	34,793	45,208
	732,888	707,636	685,483	727,313
Elections				
Personal services	97,302	55,317	30,566	47,862
Supplies	16,370	3,300	2,901	4,700
Other charges	19,676	29,138	13,847	26,893
	133,348	87,755	47,314	79,455
Finance				
Personal services	844,031	896,176	886,249	943,542
Supplies	9,053	11,612	11,118	10,902
Other charges	82,044	97,721	68,356	71,709
	935,128	1,005,509	965,723	1,026,153
Assessing				
Personal services	648,681	666,110	688,322	572,554
Supplies	3,856	4,750	4,459	4,350
Other charges	40,814	47,591	45,283	41,194
Capital outlay	-	-	-	15,000
	693,351	718,451	738,064	633,098
City Attorney				
Personal services	469,245	481,650	469,864	488,950
Supplies	5,075	10,300	7,431	6,700
Other charges	16,857	123,586	68,691	127,473
	491,177	615,536	545,986	623,123
City Clerk				
Personal services	369,254	407,091	399,215	419,494
Supplies	3,897	8,247	6,065	2,700
Other charges	71,770	72,084	58,847	67,677
	444,921	487,422	464,127	489,871
Human Resources				
Personal services	489,690	535,861	529,476	561,471
Supplies	7,010	12,700	8,700	8,700
Other charges	193,817	257,259	225,625	174,977
	690,517	805,820	763,801	745,148
Purchasing				
Personal services	149,963	151,540	148,978	159,037
Supplies	282	200	198	200
Other charges	1,684	3,179	2,947	2,736
	151,929	154,919	152,123	161,973
Police and Fire Pension				
Personal services	16,375	21,942	19,071	22,471
Supplies	471	300	250	275
Other charges	26,104	25,996	24,767	25,480
	42,950	48,238	44,088	48,226

# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>General Government (continued)</b>				
Treasurer				
Personal services	\$ 448,893	\$ 319,973	\$ 323,399	\$ 338,958
Supplies	4,340	7,665	6,126	6,028
Other charges	47,946	61,911	60,849	60,514
	<u>501,179</u>	<u>389,549</u>	<u>390,374</u>	<u>405,500</u>
Internal Computer Services				
Other charges	863,867	809,540	809,540	711,318
	<u>863,867</u>	<u>809,540</u>	<u>809,540</u>	<u>711,318</u>
City Hall				
Personal services	8,830	7,500	7,040	7,000
Supplies	23,410	23,700	21,216	18,300
Other charges	215,284	181,370	167,039	159,772
Capital outlay	20,756	6,000	6,000	6,000
	<u>268,280</u>	<u>218,570</u>	<u>201,295</u>	<u>191,072</u>
Total general government	<u>5,972,261</u>	<u>6,071,685</u>	<u>5,830,658</u>	<u>5,864,991</u>
<b>Public Safety</b>				
Police Department				
Personal services	6,150,125	6,548,171	6,247,421	6,618,128
Supplies	150,047	217,377	207,452	198,850
Other charges	888,494	946,290	955,720	968,024
Capital outlay	8,460	-	-	-
	<u>7,197,126</u>	<u>7,711,838</u>	<u>7,410,593</u>	<u>7,785,002</u>
Fire Department				
Personal services	5,587,249	5,757,965	5,689,501	6,080,545
Supplies	93,787	104,401	104,479	108,559
Other charges	732,028	731,433	725,404	739,692
Capital outlay	48,748	65,711	53,824	45,000
	<u>6,461,812</u>	<u>6,659,510</u>	<u>6,573,208</u>	<u>6,973,796</u>
Building Inspection				
Personal services	605,173	619,275	611,551	644,222
Supplies	8,321	9,835	9,235	11,235
Other charges	36,190	75,728	49,233	39,356
	<u>649,684</u>	<u>704,838</u>	<u>670,019</u>	<u>694,813</u>
Planning				
Personal services	448,417	374,573	377,135	384,299
Supplies	8,453	9,250	8,286	8,100
Other charges	53,259	120,238	118,021	102,208
	<u>510,129</u>	<u>504,061</u>	<u>503,442</u>	<u>494,607</u>
Emergency Services				
Other charges	6,690	15,655	16,299	16,137
	<u>6,690</u>	<u>15,655</u>	<u>16,299</u>	<u>16,137</u>
Total public safety	<u>14,825,441</u>	<u>15,595,902</u>	<u>15,173,561</u>	<u>15,964,355</u>
<b>Public Works</b>				
City Engineer				
Personal services	81,738	90,803	196,779	59,731
Supplies	15,572	18,025	15,979	16,120
Other charges	43,150	48,212	48,617	46,182
	<u>140,460</u>	<u>157,040</u>	<u>261,375</u>	<u>122,033</u>

# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10 Budget	2009-10 Estimate	2010-11 Adopted
<b>Public Works (continued)</b>				
Public Works Administration				
Personal services	\$ 230,061	\$ 203,015	\$ 215,919	\$ 228,318
Supplies	4,697	5,000	5,000	5,000
Other charges	44,268	61,047	60,545	49,606
	<u>279,026</u>	<u>269,062</u>	<u>281,464</u>	<u>282,924</u>
Public Works Activities				
Personal services	281,307	324,161	129,348	150,776
Supplies	282,457	376,822	253,010	308,263
Other charges	637,296	683,479	813,481	666,888
Capital outlay	14,256	10,000	10,000	-
	<u>1,215,316</u>	<u>1,394,462</u>	<u>1,205,839</u>	<u>1,125,927</u>
Sidewalk Engineering and Maintenance				
Personal services	259,876	192,640	198,062	189,240
Supplies	27,821	33,000	33,000	30,000
Other charges	118,217	164,500	155,976	124,500
Capital outlay	-	-	-	6,000
	<u>405,914</u>	<u>390,140</u>	<u>387,038</u>	<u>349,740</u>
Public Lighting				
Personal services	20,837	22,999	26,467	26,480
Supplies	5,963	11,500	11,500	11,500
Other charges	494,069	500,000	548,644	619,000
	<u>520,869</u>	<u>534,499</u>	<u>586,611</u>	<u>656,980</u>
Traffic Services				
Personal services	(9,386)	16,705	17,695	18,535
Supplies	22,318	21,080	18,376	13,044
Other charges	17,327	26,582	27,196	27,202
Capital outlay	9,830	-	-	-
	<u>40,089</u>	<u>64,367</u>	<u>63,267</u>	<u>58,781</u>
Total public works	<u>2,601,674</u>	<u>2,809,570</u>	<u>2,785,594</u>	<u>2,596,385</u>
<b>Sanitation</b>				
Residential Refuse Collection				
Personal services	539,920	518,733	532,724	569,007
Supplies	27,737	28,610	32,492	32,500
Other charges	485,936	493,500	493,300	496,750
	<u>1,053,593</u>	<u>1,040,843</u>	<u>1,058,516</u>	<u>1,098,257</u>
Heavy Refuse Collection				
Personal services	570,942	610,477	610,411	631,495
Supplies	340	832	470	600
Other charges	378,446	394,700	384,700	384,700
	<u>949,728</u>	<u>1,006,009</u>	<u>995,581</u>	<u>1,016,795</u>
Composting - Fall Pick-Up				
Personal services	178,909	170,858	173,043	181,700
Supplies	-	168	168	-
Other charges	53,880	56,000	58,789	56,000
	<u>232,789</u>	<u>227,026</u>	<u>232,000</u>	<u>237,700</u>
Curbside Recycling				
Personal services	2,994	2,668	2,538	2,988
Supplies	4,450	10,890	10,490	6,000
Other charges	257,126	292,370	293,364	296,638
	<u>264,570</u>	<u>305,928</u>	<u>306,392</u>	<u>305,626</u>
Total sanitation	<u>2,500,680</u>	<u>2,579,806</u>	<u>2,592,489</u>	<u>2,658,378</u>

# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10 Budget	2009-10 Estimate	2010-11 Adopted
<b>Parks and Recreation</b>				
Parks/Recreation Administration				
Personal services	\$ 380,351	\$ 290,831	\$ 297,335	\$ 301,283
Supplies	9,119	7,500	7,500	7,500
Other charges	12,851	8,405	7,822	8,385
	<u>402,321</u>	<u>306,736</u>	<u>312,657</u>	<u>317,168</u>
Parks				
Personal services	2,077,838	2,007,111	1,539,612	1,613,949
Supplies	162,290	173,175	127,594	132,486
Other charges	772,592	849,523	850,816	791,841
Capital outlay	73,877	411,444	415,328	35,000
	<u>3,086,597</u>	<u>3,441,253</u>	<u>2,933,350</u>	<u>2,573,276</u>
Forestry				
Personal services	-	-	402,382	399,981
Supplies	-	11,030	14,797	18,310
Other charges	-	2,845	3,358	3,845
	<u>-</u>	<u>13,875</u>	<u>420,537</u>	<u>422,136</u>
Recreation				
Personal services	141,877	147,135	158,485	340,718
Supplies	28,503	32,116	29,887	32,200
Other charges	83,420	73,451	67,283	63,743
Capital outlay	18,831	-	-	-
	<u>272,631</u>	<u>252,702</u>	<u>255,655</u>	<u>436,661</u>
Summer Programs				
Personal services	72,884	44,999	20,619	4,525
Supplies	4,767	5,464	5,464	5,000
Other charges	1,355	1,100	-	-
	<u>79,006</u>	<u>51,563</u>	<u>26,083</u>	<u>9,525</u>
City Forest (Winter Activities)				
Personal services	18,788	33,588	21,377	31,133
Supplies	5,440	6,769	6,769	6,269
Other charges	11,868	17,416	17,225	12,243
	<u>36,096</u>	<u>57,773</u>	<u>45,871</u>	<u>49,645</u>
Canoe Livery				
Personal services	2,202	-	2,130	-
Other charges	473	-	-	-
	<u>2,675</u>	<u>-</u>	<u>2,130</u>	<u>-</u>
Swimming Pools - Plymouth				
Personal services	71,867	68,588	77,494	76,123
Supplies	32,463	25,560	25,560	24,160
Other charges	38,273	54,311	53,669	39,740
Capital outlay	5,850	6,500	6,500	6,500
	<u>148,453</u>	<u>154,959</u>	<u>163,223</u>	<u>146,523</u>
Stratford Woods Park				
Personal services	2,316	-	-	-
Supplies	1,455	-	277	-
Other charges	5,197	-	8,677	-
	<u>8,968</u>	<u>-</u>	<u>8,954</u>	<u>-</u>
Cemetery				
Personal services	120,170	140,732	198,592	279,861
Supplies	15,517	14,935	12,224	12,915
Other charges	41,434	43,644	48,545	47,929
Capital outlay	-	48,312	48,312	15,000
	<u>177,121</u>	<u>247,623</u>	<u>308,673</u>	<u>355,705</u>
Total parks and recreation	<u>4,213,868</u>	<u>4,526,484</u>	<u>4,477,133</u>	<u>4,310,639</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Airport</b>				
Personal services	\$ 13,517	\$ 14,395	\$ 18,146	\$ 18,653
Supplies	6,699	8,700	7,977	7,400
Other charges	275,386	297,973	280,330	277,597
Capital outlay	13,589	164,010	27,422	15,000
Total airport	309,191	485,078	333,875	318,650
<b>Other Functions</b>				
Risk Management and Loss Control				
Personal services	122,170	-	-	-
Other charges	26,425	-	-	-
	148,595	-	-	-
General Insurance				
Other charges	87,768	1,200	1,200	1,200
	87,768	1,200	1,200	1,200
Tax Appeals				
Other charges	34,373,206	573,370	380,601	496,500
	34,373,206	573,370	380,601	496,500
Miscellaneous				
Personal services	18,371	18,000	18,000	18,000
Supplies	81,260	76,000	65,200	65,400
Other charges	519,060	513,797	499,018	499,400
	618,691	607,797	582,218	582,800
Total other functions	35,228,260	1,182,367	964,019	1,080,500
Reserve for contingencies	-	206,587	-	250,000
Total expenditures	65,651,375	33,457,479	32,157,329	33,043,898
<b>Other Financing Uses</b>				
Operating Transfers Out				
Local Street Fund	-	60,000	60,000	-
Major Street Fund	-	40,000	40,000	-
Golf Course Fund	-	-	145,000	62,753
Midland Housing Fund	59,723	-	-	-
Transportation Fund	618,124	764,963	614,310	808,493
Grace A Dow Library Fund	903,055	933,571	778,417	765,661
Civic Arena Fund	210,082	200,000	200,000	200,000
Real Estate Rental Fund	1,266	-	-	-
MCTV Fund	15,000	-	-	-
Debt Service Fund	1,731,350	1,806,942	1,811,975	1,807,780
Storm Water Management Fund	446,676	280,000	280,000	280,000
General Construction Fund	137,206	225,647	424,860	78,000
Total other financing uses	4,122,482	4,311,123	4,354,562	4,002,687
Total Expenditures and Other Financing Uses	\$ 69,773,857	\$ 37,768,602	\$ 36,511,891	\$ 37,046,585





**City Manager ..... Jon Lynch**  
**Assistant City Manager..... Jack Duso**  
**Administrative Secretary to the City Manager ..... Kim Reisner**  
**Assistant Administrative Secretary to the City Manager.....Patty Wilke**



## Service Statement

The City Manager is hired to serve the Council and the community and to bring to the City the benefits of training and experience in administering local government projects and programs on behalf of the governing body. The manager prepares a budget for the Council's consideration; recruits, hires and supervises the government's staff; serves as the Council's chief advisor; and carries out the Council's policies.

Council members count on the City Manager to provide complete and objective information, pros and cons of the alternatives and long-term consequences. The City Manager makes policy recommendations to the Council, but the Council may or may not adopt them, and may modify the recommendations. The City Manager is bound by whatever action the Council takes.

## Functions

### City Management

- Chief Administrative Officer
- Ensures that all laws and ordinances are enforced
- Manages and supervises all public improvements, works, and undertakings of the City
- Responsible for the construction, repair, maintenance, lighting, and cleaning of streets, sidewalks, bridges, pavements, sewers, and all public buildings and other property belonging to the City
- Manages and supervises all City utilities
- Responsible for the preservation of property, tools, and appliances of the City
- Attends all meetings of the City Council, with the right to take part in discussions, but without the right to vote
- Prepares and administers the annual budget under policies formulated by the City Council, and keeps the City Council fully advised at all times as to the financial condition and needs of the City
- Recommends to the City Council for adoption such measures as he may deem necessary or expedient
- Responsible to the City Council for the efficient administration of all departments of the city government
- Acts as the purchasing agent for the City or delegates such duties to some other officer or employee of the City
- Prepares an annual report of the City's business and makes the same available to the public
- Conducts all sales of personal property that the City Council authorizes to be sold
- Assumes all duties and responsibilities as personnel director of all City employees, or delegates such duties to some other officer or employee of the City
- Performs such other duties as may be prescribed by the City Charter or required by ordinance or by direction of the City Council, or which are not assigned to some other official in conformity with the provisions of the City Charter

## Department at a Glance - City Manager

<b>Funding Level Summary</b>		<b>2007-08 Actual</b>		<b>2008-09 Actual</b>		<b>Adjusted 2009-10 Budget</b>		<b>Estimated 2009-10 Budget</b>		<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
City Manager's Office	\$	552,072	\$	732,888	\$	707,636	\$	685,483	\$	727,313	6.1%
<b>Total Department</b>	<b>\$</b>	<b>552,072</b>	<b>\$</b>	<b>732,888</b>	<b>\$</b>	<b>707,636</b>	<b>\$</b>	<b>685,483</b>	<b>\$</b>	<b>727,313</b>	<b>6.1%</b>
Personal Services	\$	503,266	\$	646,142	\$	663,097	\$	646,559	\$	678,486	4.9%
Supplies		3,086		2,631		4,135		4,131		3,619	-12.4%
Other Services/Charges		33,517		84,115		40,404		34,793		45,208	29.9%
Capital Outlay		12,203		-		-		-		-	0.0%
<b>Total Department</b>	<b>\$</b>	<b>552,072</b>	<b>\$</b>	<b>732,888</b>	<b>\$</b>	<b>707,636</b>	<b>\$</b>	<b>685,483</b>	<b>\$</b>	<b>727,313</b>	<b>6.1%</b>

### Personnel Summary

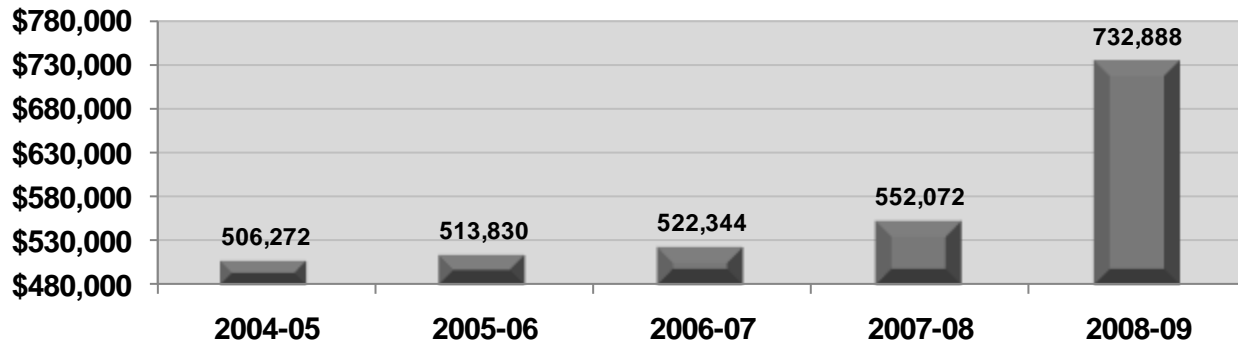
Full-Time	4	4	4	4	3
Regular Part-Time	-	-	-	-	1
<b>Total Department</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Department at a Glance - City Council

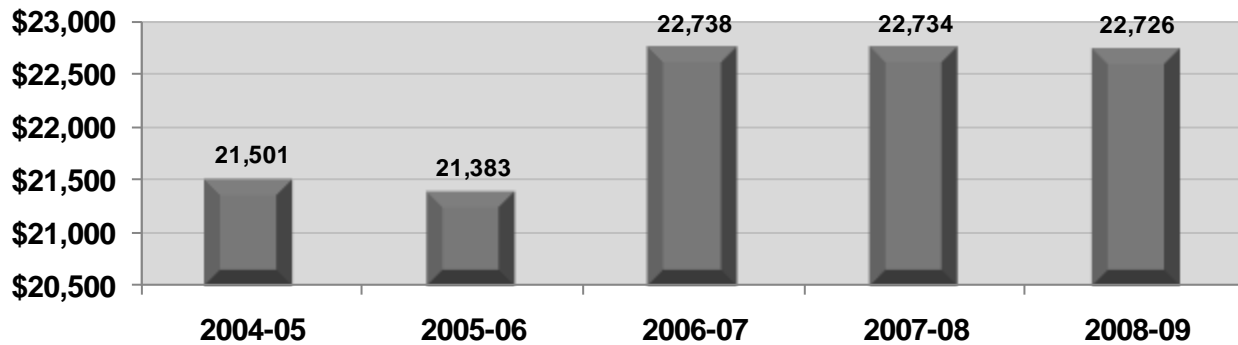
<b>Funding Level Summary</b>		<b>2007-08 Actual</b>		<b>2008-09 Actual</b>		<b>Adjusted 2009-10 Budget</b>		<b>Estimated 2009-10 Budget</b>		<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
City Council	\$	22,734	\$	22,726	\$	22,740	\$	22,740	\$	22,741	0.0%
<b>Total Department</b>	<b>\$</b>	<b>22,734</b>	<b>\$</b>	<b>22,726</b>	<b>\$</b>	<b>22,740</b>	<b>\$</b>	<b>22,740</b>	<b>\$</b>	<b>22,741</b>	<b>0.0%</b>
Personal Services	\$	22,734	\$	22,726	\$	22,740	\$	22,740	\$	22,741	0.0%
<b>Total Department</b>	<b>\$</b>	<b>22,734</b>	<b>\$</b>	<b>22,726</b>	<b>\$</b>	<b>22,740</b>	<b>\$</b>	<b>22,740</b>	<b>\$</b>	<b>22,741</b>	<b>0.0%</b>

## Summary of Budget Changes

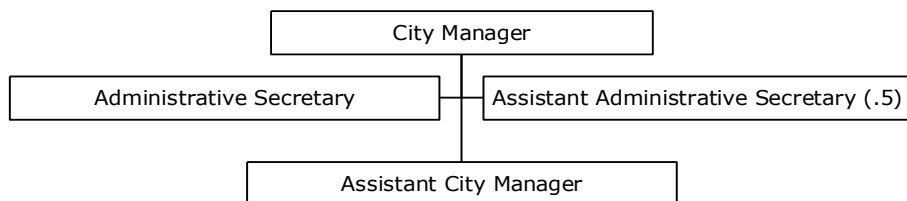
### 5-Year Operating Budget History – City Manager



### 5-Year Operating Budget History – City Council



## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
City Manager	1	1	1
Assistant City Manager	1	1	1
Administrative Secretary	1	1	1
Assistant Administrative Secretary	1	1	0
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>3</b>
<u>Regular Part-Time</u>			
Assistant Administrative Secretary	0	0	1
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>





**City Attorney ..... James O. Branson III**  
**Paralegal/Legal Assistant ..... Lesley A. Kovacevich**  
**Paralegal/Legal Assistant ..... Brenda L. Thurston**



### **Service Statement**

The City Attorney's Office serves as a center for legal services, information and education for City Council, staff and board and commission members. The City Attorney represents the City's interest in the district, circuit, state, federal and appellate courts as well as the tax tribunal and various state administrative agencies.

The City Attorney's Office is committed to providing quality legal services and information to City Council, staff and board and commission members. The professional legal staff emphasizes continuing legal education, training and proficiency. The department also strives to be technologically and professionally competitive with private law firms throughout the state.

The City Attorney's Office prepares and/or reviews all ordinances, contracts, agreements, bonds and other legal documents which obligate the City and provides opinions as to their legality.

In addition, the City Attorney's Office is responsible for prosecution of all ordinance violations and traffic matters. Changes or recent developments in laws affecting the City are monitored by the City Attorney's Office and presented to City Council, staff and board and commission members. The City Attorney's Office also provides information to the public, media and other governmental agencies regarding matters that directly relate to and affect the City. In addition, the City Attorney's Office performs other duties as dictated by the City Charter, local and state law.

The City Attorney's Office does not provide legal advice to citizens; however, it does provide references to various agencies and resources that may be of assistance.

## Functions

### **Administration**

- Prepares and administers department and litigation budgets
- Liaison to City Council, staff and board and commission members
- Supervises outside legal counsel
- Coordinates staff development and training
- Coordinates technological development to enhance computerized legal research system
- Liaison to local, federal and state agencies, associations and groups

### **City as Plaintiff**

- Aggressively prosecutes criminal misdemeanor offenses and civil infraction violations of the Code of Ordinances and Zoning Ordinance as well as traffic matters
- Represents the City in the collection of hundreds of civil litigation lawsuits to recover financial debts owed to the City

### **City as Defendant**

- Aggressively defends lawsuits brought against the City regarding zoning and planning decisions, personal injury claims and claims against officials and staff while performing governmental functions
- Defends the City Assessor's value determinations in tax appeal cases, including Michigan Tax Tribunal and State Tax Commission hearings

### **Advising City Officials**

- Consults and provides legal advice and updates to City Council, staff and board and commission members
- Provides ongoing training to City Council, staff and board and commission members, outlining the legal responsibilities of the City and compliance with provisions of the Charter as well as local, state and federal laws
- Regularly attends meetings of and provides legal assistance to City Council, staff, boards and commissions and various public and private organizations

- Alerts and makes legal recommendations to City Council, staff and board and commission members to changes in state or federal laws that affect the City
- Monitors compliance with the Open Meetings Act and the Freedom of Information Act
- Monitors compliance with the City's ethics ordinance in addition to serving as a member of the Ethics Board
- Provides information to and educates the general public, as well as other local, state and federal governmental agencies, through presentations at public schools, Northwood University, Citizens Academy and various other public and private groups
- Serves as the resource for records retention compliance

### **Other Activities**

- Negotiates or assists in negotiation of all contracts, agreements, bonds and real estate transactions
- Researches, drafts and/or reviews all ordinances, policies, contracts, agreements and legal documents
- Reviews and responds to all Freedom of Information Act requests
- Recommends necessary revisions to the City Charter, Code of Ordinances and Zoning Ordinance as well as internal policies and procedures
- Drafts ballot language for proposed Charter amendments
- Serves as a member of the Elections Commission
- Researches and issues legal opinions on various issues
- Receives and handles citizen complaints and/or issues criminal misdemeanor complaints and warrants
- Prepares, presents and/or reviews numerous agenda items
- Assists citizens on a daily basis by answering inquiries and providing appropriate referrals when necessary
- Responds to media inquiries

## Department at a Glance - City Attorney

Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
City Attorney's Office	\$ 402,857	\$ 491,177	\$ 615,536	\$ 545,986	\$ 623,123	14.1%
<b>Total Department</b>	<b>\$ 402,857</b>	<b>\$ 491,177</b>	<b>\$ 615,536</b>	<b>\$ 545,986</b>	<b>\$ 623,123</b>	<b>14.1%</b>
Personal Services	\$ 372,699	\$ 469,245	\$ 481,650	\$ 469,864	\$ 488,950	4.1%
Supplies	7,480	5,075	10,300	7,431	6,700	-9.8%
Other Services/Charges	21,671	16,857	123,586	68,691	127,473	85.6%
Capital Outlay	1,007	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 402,857</b>	<b>\$ 491,177</b>	<b>\$ 615,536</b>	<b>\$ 545,986</b>	<b>\$ 623,123</b>	<b>14.1%</b>

### Personnel Summary

Full-Time	3	3	3	3	3
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Department at a Glance - MCV Tax Appeal

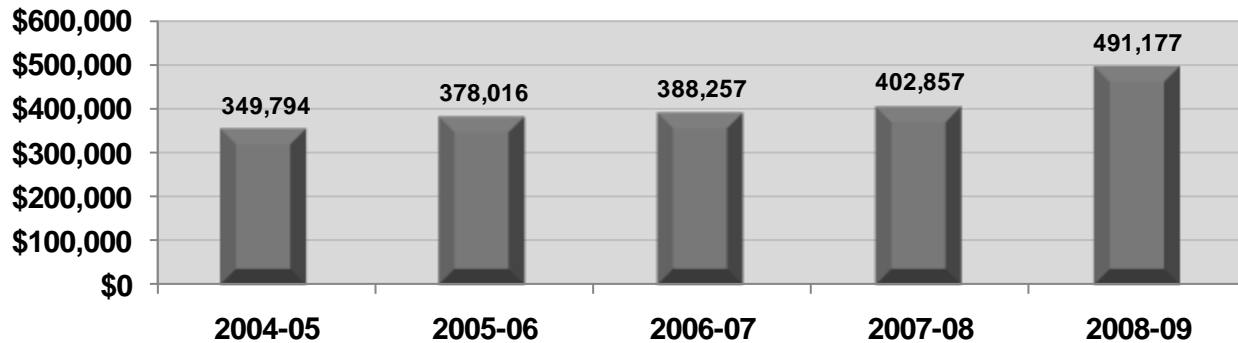
Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
MCV Tax Appeal	\$ 13,228,623	\$ 34,203,872	\$ -	\$ -	\$ -	0.0%
<b>Total Department</b>	<b>\$ 13,228,623</b>	<b>\$ 34,203,872</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
Supplies	12,245	-	-	-	-	0.0%
Other Services/Charges	13,214,883	34,203,872	-	-	-	0.0%
Capital Outlay	1,495	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 13,228,623</b>	<b>\$ 34,203,872</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

## Department at a Glance - Miscellaneous Tax Appeals

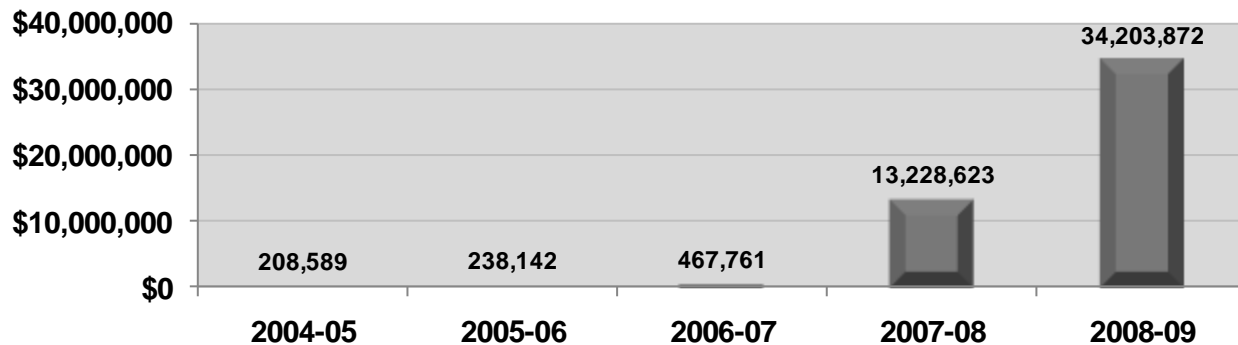
Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Miscellaneous Tax Appeals	\$ 82,971	\$ 169,334	\$ 573,370	\$ 380,601	\$ 496,500	30.5%
<b>Total Department</b>	<b>\$ 82,971</b>	<b>\$ 169,334</b>	<b>\$ 573,370</b>	<b>\$ 380,601</b>	<b>\$ 496,500</b>	<b>30.5%</b>
Other Services/Charges	82,971	169,334	573,370	380,601	496,500	30.5%
<b>Total Department</b>	<b>\$ 82,971</b>	<b>\$ 169,334</b>	<b>\$ 573,370</b>	<b>\$ 380,601</b>	<b>\$ 496,500</b>	<b>30.5%</b>

## Summary of Budget Changes

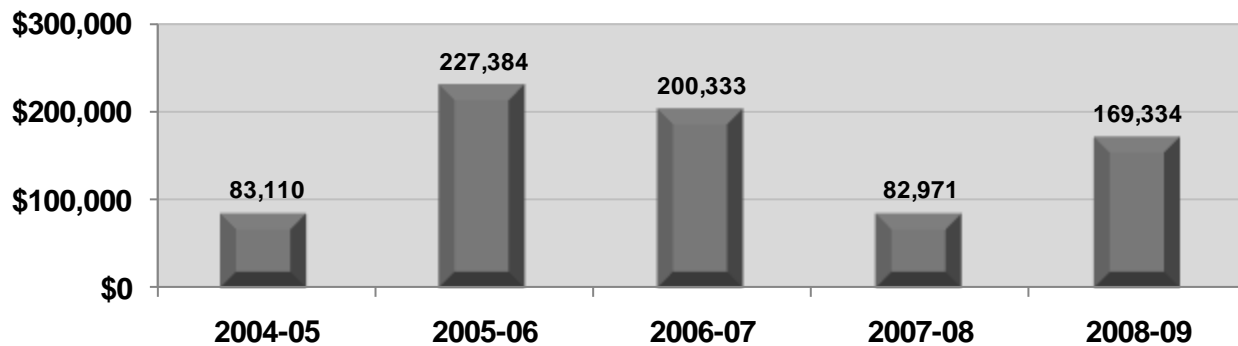
### 5-Year Operating Budget History – General Attorney



### 5-Year Operating Budget History – MCV Tax Appeal

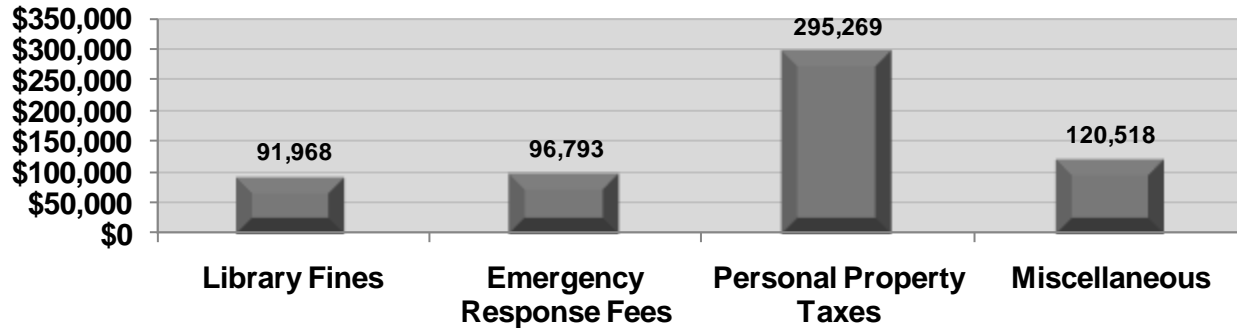


### 5-Year Operating Budget History – Miscellaneous Tax Appeals



## Key Departmental Trends

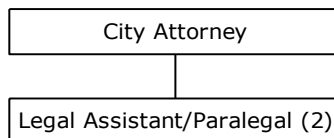
Collections - Amounts Collected - 2005 through 2009



## Performance Objectives

Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Code of Ordinance Violations (criminal)	100	128	28.0%
Zoning Ordinance Violations (civil)	5	1	-80.0%
Traffic Case Load (criminal)	148	126	-14.9%
Traffic Case Load (civil)	107	184	72.0%
Freedom of Information Act Requests	579	677	16.9%
Civil Collections Cases Filed	84	73	-13.1%

## Organizational Chart



Staff Summary	Approved 2008-09	Approved 2009-10	Adopted 2010-11
<u>Full-Time</u>			
City Attorney	1	1	1
Legal Assistant/Paralegal	2	2	2
<b>Total Full-Time</b>	<b>3</b>	<b>3</b>	<b>3</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>3</b>	<b>3</b>	<b>3</b>







**City Clerk / Community Relations & DDA Director.....Selina Tisdale**  
**Communications Coordinator ..... Libby Richart**



### Service Statement

The Clerk / Community Relations Department provides a variety of services to Midland citizens including: maintaining the permanent records of all Midland City Council proceedings and formal documentation of the City of Midland including City ordinances, resolutions and other actions determined by the Council; issuing various licenses and permits as required by City ordinance; managing all voting activities taking place in the City of Midland; and performing all aspects of the communication process to keep the community informed on programs and services provided by the City of Midland and issues concerning our community.

### Functions

#### City Clerk

- Maintains the City of Midland Charter and Code
- Oversees the main switchboard for the City of Midland and provides service at the information desk at Midland City Hall
- Responsible for all documents and records pertaining to the City of Midland
- Maintains a written record of all actions taken by Midland City Council
- Staff liaison department to the Local Officers Compensation Commission
- Manages the City's compliance with the Freedom of Information Act
- Records administration and purchase point to acquire cemetery plots and funeral arrangements through Midland Municipal Cemetery
- Issues various licenses as required under the City's Code of Ordinances

#### Elections

- Maintains voter registration records
- Ensures compliance with all State and Federal Election Laws as well as local city charter, resolutions and ordinances
- Administers all elections held within the City of Midland including absentee voting activities, the maintenance and distribution of election equipment and materials and management of Election Day activities

#### Communications

- Informs the public of the various services, programs and activities provided by the City of Midland
- Advises on and manages communication strategies regarding various City of Midland issues
- Distributes weekly and as-needed media releases
- Manages the Midland Government Television (MGTV-5) Message Board
- Maintains and enhances the City of Midland website ([www.midland-mi.org](http://www.midland-mi.org))
- Manages the City's streaming video services
- Publishes the **At Your Service...** community newsletter
- Publishes the weekly **CityHall News** electronic newsletter
- Directs programming on MGTV-5
- Produces the monthly MGTV-5 **City in 15** informational program
- Produces an annual City Calendar and Services Guide
- Administers the City's annual Citizens Academy
- Assists City departments with coordination of various public relations informational campaigns, programs and events

## Department at a Glance - City Clerk

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
City Clerk	\$ 399,787	\$ 444,921	\$ 487,422	\$ 464,127	\$ 489,871	5.5%
<b>Total Department</b>	<b>\$ 399,787</b>	<b>\$ 444,921</b>	<b>\$ 487,422</b>	<b>\$ 464,127</b>	<b>\$ 489,871</b>	<b>5.5%</b>
Personal Services	\$ 305,718	\$ 369,254	\$ 407,091	\$ 399,215	\$ 419,494	5.1%
Supplies	4,492	3,897	8,247	6,065	2,700	-55.5%
Other Services/Charges	89,577	71,770	72,084	58,847	67,677	15.0%
<b>Total Department</b>	<b>\$ 399,787</b>	<b>\$ 444,921</b>	<b>\$ 487,422</b>	<b>\$ 464,127</b>	<b>\$ 489,871</b>	<b>5.5%</b>

### Personnel Summary

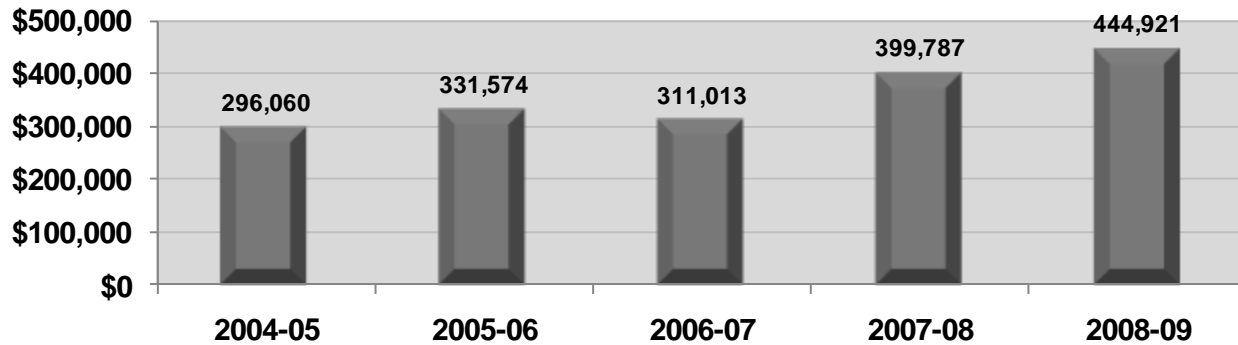
Full-Time	4	4	4	4	4
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Department at a Glance - Elections

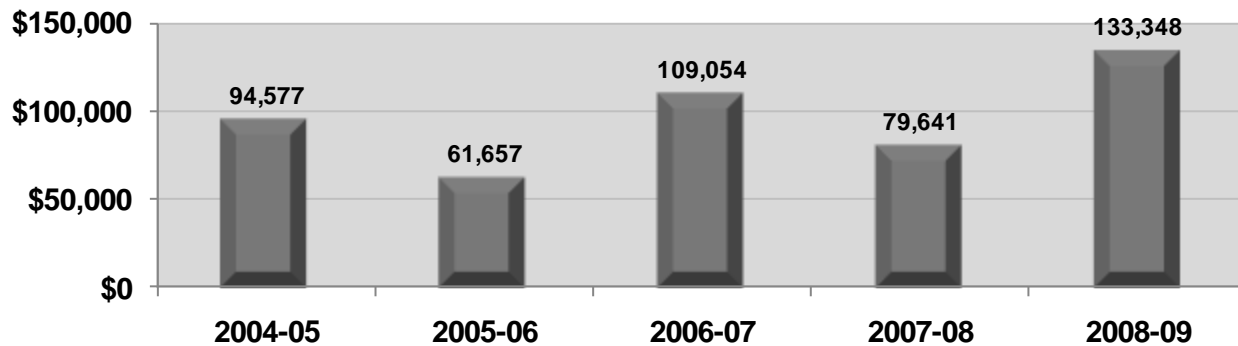
<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Elections	\$ 79,641	\$ 133,348	\$ 87,755	\$ 47,314	\$ 79,455	67.9%
<b>Total Department</b>	<b>\$ 79,641</b>	<b>\$ 133,348</b>	<b>\$ 87,755</b>	<b>\$ 47,314</b>	<b>\$ 79,455</b>	<b>67.9%</b>
Personal Services	\$ 63,703	\$ 97,302	\$ 55,317	\$ 30,566	\$ 47,862	56.6%
Supplies	14,728	16,370	3,300	2,901	4,700	62.0%
Other Services/Charges	1,210	19,676	29,138	13,847	26,893	94.2%
Capital Outlay	-	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 79,641</b>	<b>\$ 133,348</b>	<b>\$ 87,755</b>	<b>\$ 47,314</b>	<b>\$ 79,455</b>	<b>67.9%</b>

## Summary of Budget Changes

### 5-Year Operating Budget History – City Clerk



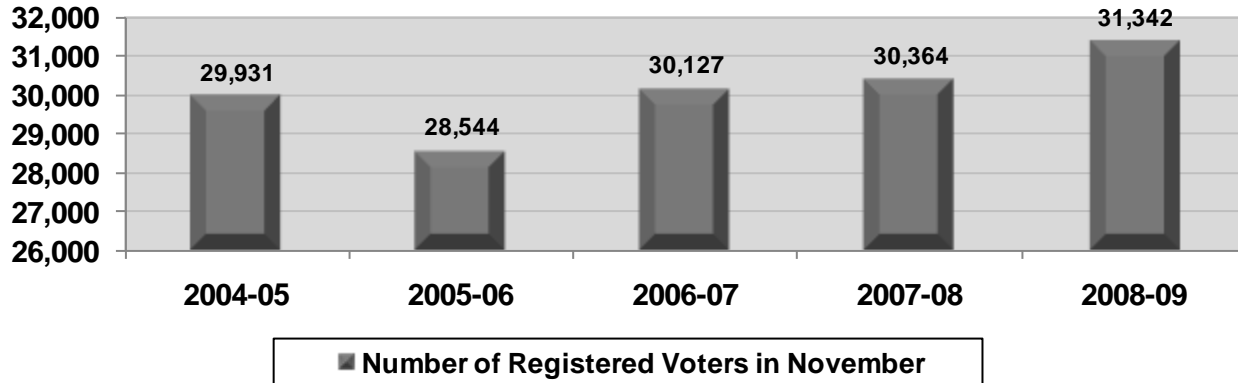
### 5-Year Operating Budget History – Elections



Fiscal year 2008-09 was a very large election year with two local millage proposals on the August 2008 ballot, a very significant presidential election in November 2008 and a large voter turnout for the May 2009 Midland Public School Millage Renewal proposal.

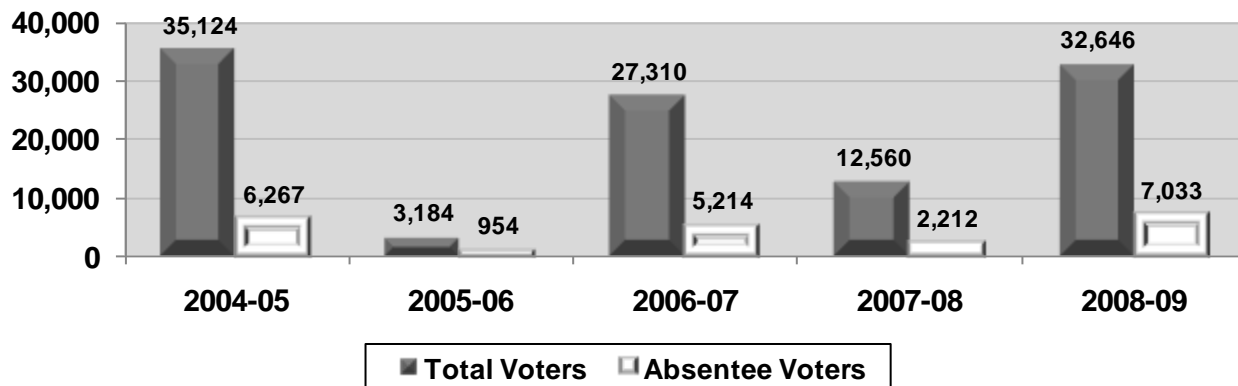
## Key Departmental Trends

### Voter Registrations



These numbers reflect the registered voter count for the November election of each fiscal year. The increase in voter registration between 2005-06 and 2006-07 can be attributed to voter registration drives that typically occur before major elections like the Governor's Election in November.

### Voter Transactions



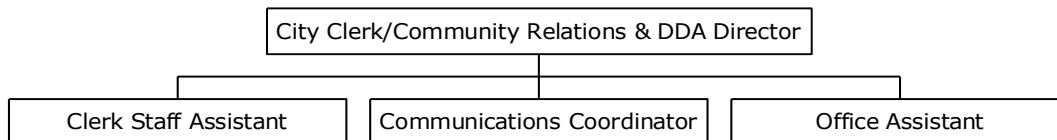
During any given fiscal year, the City Clerk's Office will administer three elections: one in August (typically a state or local primary and ballot proposals), one in November (federal, state or local election and ballot proposals), and May (typically the local school board elections and ballot proposals). Odd-numbered years typically reflect a City Council election in November, which may or may not be preceded by an August primary.

## Performance Objectives

Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Registered Voters (November)	30,364	31,342	3.2%
Voter Transactions	12,560	32,646	159.9%
Absentee Voters	2,212	7,033	217.9%
Press Releases	173	202	16.8%
MGTV-5 Productions (C15, others)	13	15	15.4%
Editions of At Your Service... Newsletters Produced	5	4	-20.0%

The 2008-09 election year saw a dramatic increase in voter activity due to the November 2008 Presidential Election. The remainder of the fiscal year saw ballot local initiatives appearing on the August 2008 ballot and a significant voter turnout for the May 2009 school millage renewal.

## Organizational Chart



Staff Summary	Approved 2008-09	Approved 2009-10	Adopted 2010-11
<u>Full-Time</u>			
City Clerk/Community Relations/DDA Director	1	1	1
Communications Coordinator	1	1	1
Clerk Staff Assistant	1	1	1
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>







**City Engineer.....Brian McManus**



## Service Statement

The Engineering Department is responsible for the planning, design and construction of City projects such as roads, sewers, water mains, drains, sidewalks, trails and soil erosion control.

Major responsibilities include in-house design and oversight of public works projects and oversight of consulting engineers engaged in design, construction engineering, inspection and materials testing on City projects.

Engineering develops master plans, cost estimates and funding strategies for public improvement projects during the annual project priority process. Engineering reviews plans for public and private improvements in City rights-of-way for compliance with City ordinances and development standards. Engineering is responsible for all records of City utilities, local and major streets, pavement management and pavement markings, traffic counts, traffic sign and signal maintenance and traffic control orders. Engineering receives requests for installation of new traffic control devices and processes these requests in coordination with the City's traffic consultant and Midland City Council.

Residents, property owners, developers, builders and consulting engineers obtain a variety of information from Engineering such as utility, wetland and floodplain locations, development standards, construction specifications, permit and inspection requirements, and location and availability of City utilities. Property owners can receive information on special assessment procedures for implementing road, water, sewer or sidewalk improvements. Engineering is responsible for setting the right-of-way standards, issuing right-of-way construction permits for sewer connections, driveways, sidewalks, curb cuts, gas mains, electric lines and communication wires and performs all permit inspections. Plans for private development are submitted to the Engineering Department to review for conformance with City development standards and traffic requirements.

Construction inspection is conducted to ensure conformance with City, State and County requirements and contract specifications.

Engineering develops and administers the City's storm water ordinance by implementing programs and projects to promote sustainable storm water management and reduce soil erosion to improve and protect water quality in drains and rivers.

Engineering is actively using the City's Geographic Information System (G.I.S.) to address public concerns, review and maintain street and utility infrastructure and manage street signs.

Engineering manages daily operations for Jack Barstow Municipal Airport that includes snow plowing, grounds mowing, pavement maintenance, grounds maintenance and building maintenance.

## Functions

### **Administration**

- Prepares and administers department budget
- Prepares and administers capital improvement budget for roads, sanitary sewers, water mains, drains and detention, and sidewalks
- Liaison with Federal, State and County agencies to implement projects and programs
- Liaison with developers to implement public improvements for new residential, commercial and industrial developments
- Liaison with utility companies for private utility construction in City right-of-way
- Prepares and maintains development standards for new development
- Assists with development of master plans for capital improvements
- Administers a Storm Water Management program and ordinance
- Coordinates the City's street light program
- Manages operations for Barstow Municipal Airport

### **Engineering**

- Designs public improvement projects such as roads, bridges, storm drains, sanitary sewers, stream bank stabilization and water mains
- Design reviews and recommendations with MDOT for projects on State Highway System and Midland County Road Commission for County projects
- Technical consultant and project implementation manager for DDA and Project for Public Spaces projects
- Reviews development-related public improvement plans for compliance with City standards and specifications
- Reviews development-related site grading, drainage and soil erosion control plans for compliance with City, County and State requirements
- Maintains street utility maps and G.I.S.
- Maintains City development standards, construction specifications and standard construction details

- Investigates construction-related concerns from the public regarding construction and development projects
- Answers utility questions
- Performs modeling for sanitary and storm sewer systems
- Obtains permits from MDEQ and MDOT for construction of sewers, water mains and street improvements
- Participates in implementation and maintenance of the City's pavement management system and analyzes roads for defects and deficiencies
- Issues permits and performs inspections for right-of-way permits, sewer connections, curb cuts, sidewalks and soil erosion control
- Prepares special assessment district projects for paving, sanitary sewers, water mains and sidewalks
- Provides professional engineering and survey services for all City departments
- Maintains sewer lead location data for all connections to the sanitary systems
- Prepares applications for grants for State and Federal funding

### **Surveying and Inspection**

- Conducts surveys for design and construction layout of public improvements
- Maintains the City's benchmark systems
- Participates in data collection and maintenance of the City's geographic information system
- Inspects public improvements for compliance with development standards, construction specifications and soil erosion control requirements
- Inspects construction of city road, water, sidewalks and sewer projects
- Prepares and reviews legal descriptions for all real estate issues for the City of Midland

## Functions (cont.)

### **Traffic Services & Traffic Engineering**

- Reviews and approves traffic control for capital improvement projects and private work in City right-of-way
- Maintains and upgrades traffic signals and related signal equipment for the City of Midland, Midland County and City of Auburn
- Maintains records of traffic signals and signs
- Conducts, analyzes and maintains traffic volume counts
- Develops and maintains city-wide traffic signal progression
- Reviews plans of new developments for compliance with traffic standards
- Responds to requests for new traffic control devices such as signals and signs
- Installs and/or coordinates installation of new traffic control devices
- Liaison to the Midland County Road Commission and City of Auburn for traffic signal complaints
- Investigates traffic vision obstructions
- Prepares traffic control orders for all new devices that are made permanent by City Council
- Conducts and oversees traffic impact studies
- Maintains traffic signal software
- Identifies/reviews traffic safety concerns and implements corrective actions

- Maintains and replaces street signage
- Maintains pavement marking for city streets annually and public parking lot areas as needed
- Maintains street lights for downtown, custom street lights in various locations, and in public parking areas
- Coordinates new public street light projects

### **Storm Water Drainage**

- Manages storm water ordinance requirements for developments and subdivisions
- Evaluates storm water drainage system for needed improvements
- Develops and implements projects to improve watersheds and storm water drainage system
- Monitors Federal, State and County information regarding changes in storm water drainage by regulations and mandates
- Performs required Storm Water Operator duties required by MDEQ for projects on City property
- Obtains field and office data for creation of storm water model on G.I.S.
- Surveys drainage problems on private property and makes recommendation for corrections

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Engineering	\$ 94,983	\$ 140,460	\$ 157,040	\$ 261,375	\$ 122,033	-53.3%
Public Lighting	461,187	520,869	534,499	586,611	656,980	12.0%
Traffic Services	57,724	40,089	64,367	63,267	58,781	-7.1%
Barstow Airport	316,207	309,191	485,078	333,875	318,650	-4.6%
<b>Total Department</b>	<b>\$ 930,101</b>	<b>\$ 1,010,609</b>	<b>\$ 1,240,984</b>	<b>\$ 1,245,128</b>	<b>\$ 1,156,444</b>	<b>-7.1%</b>
Personal Services	\$ 66,315	\$ 106,706	\$ 144,902	\$ 259,087	\$ 123,399	-52.4%
Supplies	47,749	50,552	59,305	53,832	48,064	-10.7%
Other Services/Charges	797,023	829,932	872,767	904,787	969,981	7.2%
Capital Outlay	19,014	23,419	164,010	27,422	15,000	-45.3%
<b>Total Department</b>	<b>\$ 930,101</b>	<b>\$ 1,010,609</b>	<b>\$ 1,240,984</b>	<b>\$ 1,245,128</b>	<b>\$ 1,156,444</b>	<b>-7.1%</b>

### Personnel Summary

Full-Time	15	15	14	14	12
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>12</b>

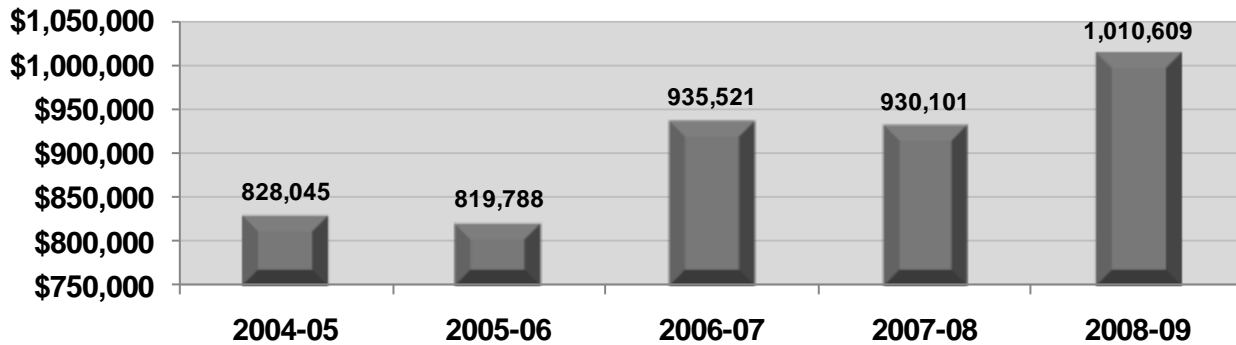
## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

Energy costs associated with street lights continue to increase rapidly on the order of 8% per year and continue to have a significant impact on annual overall budgets. Barstow Airport has received less revenue from a lease with the Fair Board and declining fuel sales have impacted the budget. Capital costs are lower because a snow plow tractor was purchased in 2009-2010 for Barstow Airport. Engineering Department staffing has been reduced by 27% over the last two budgets to account for declining street revenues.

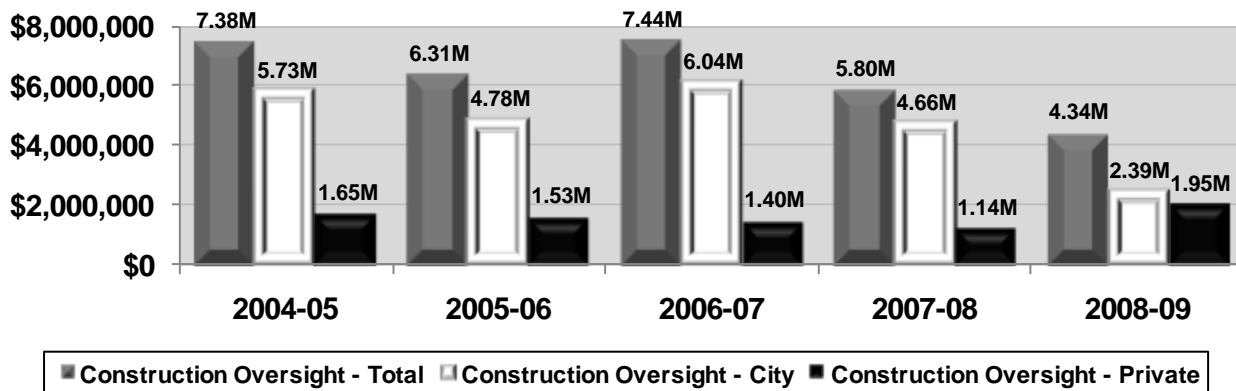
**Summary of Budget Changes (cont.)**

**5-Year Operating Budget History**



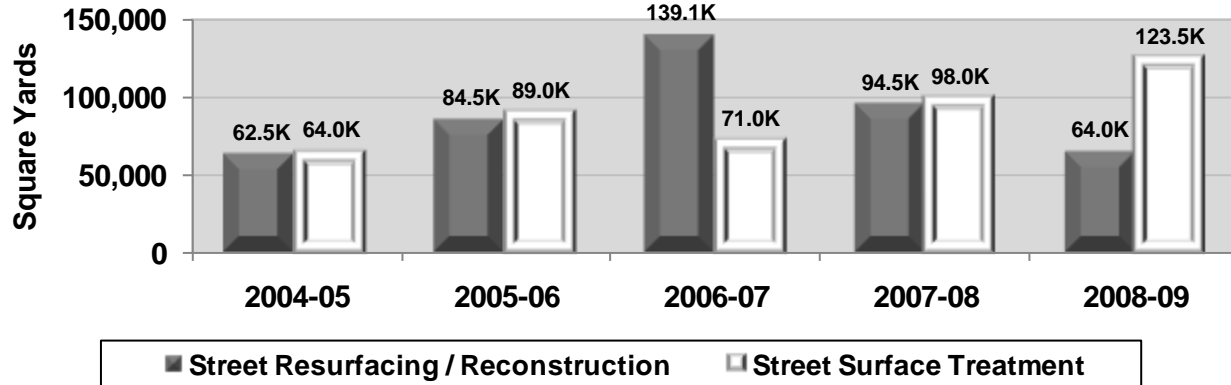
**Key Departmental Trends**

**Value of Construction Contracts Managed**

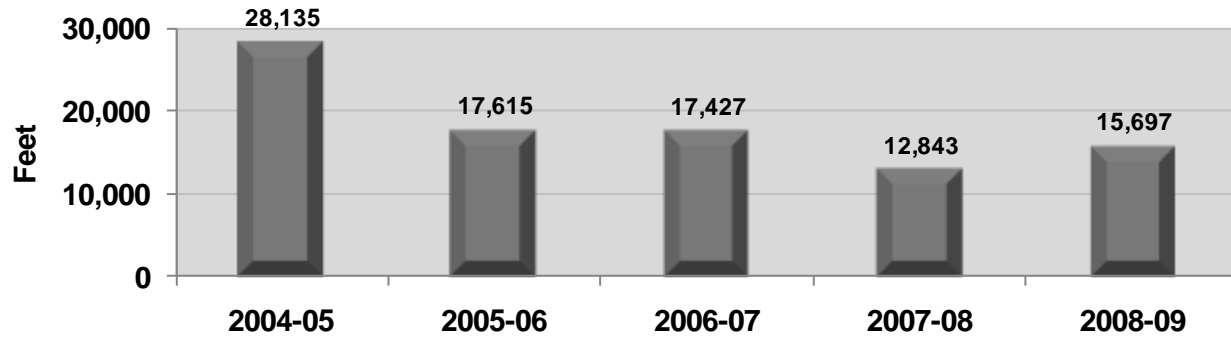


**Key Departmental Trends (cont.)**

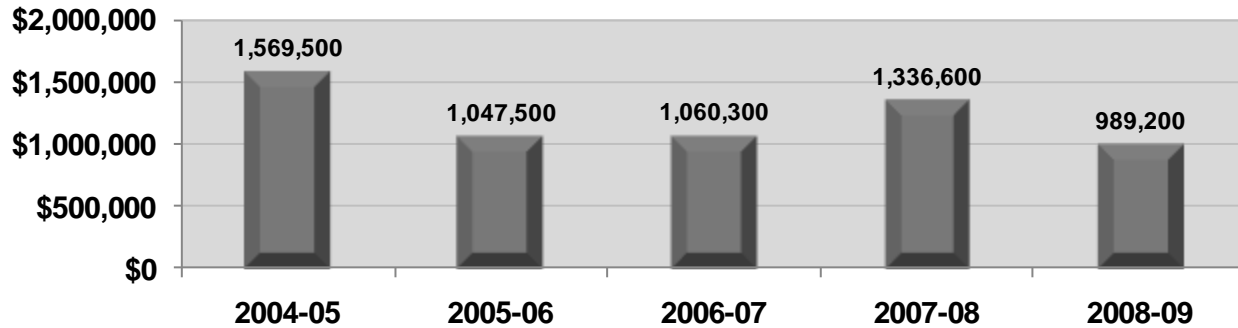
**Street Reconstruction and Surface Treatment**



**Water Main Installed - Length**



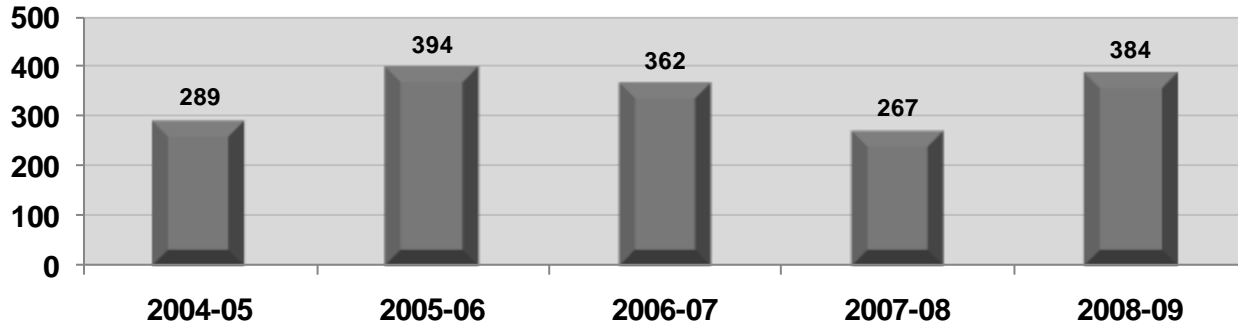
**Water Main Installed - Cost**



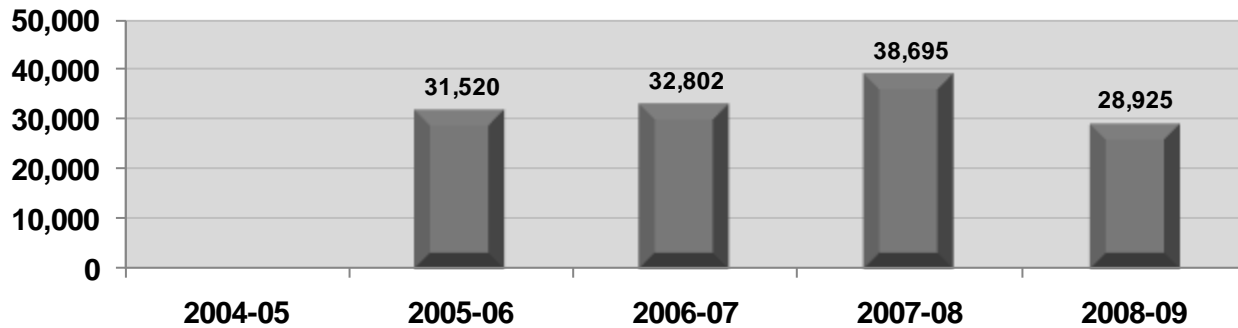


**Key Departmental Trends (cont.)**

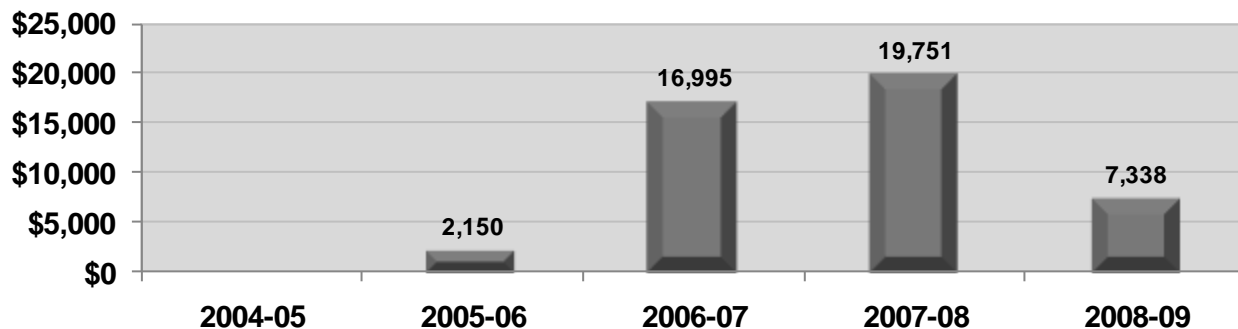
**Street Light Maintenance Requests**



**Airport Fuel - Gallons Sold**



**Airport Fuel - Net Revenue**

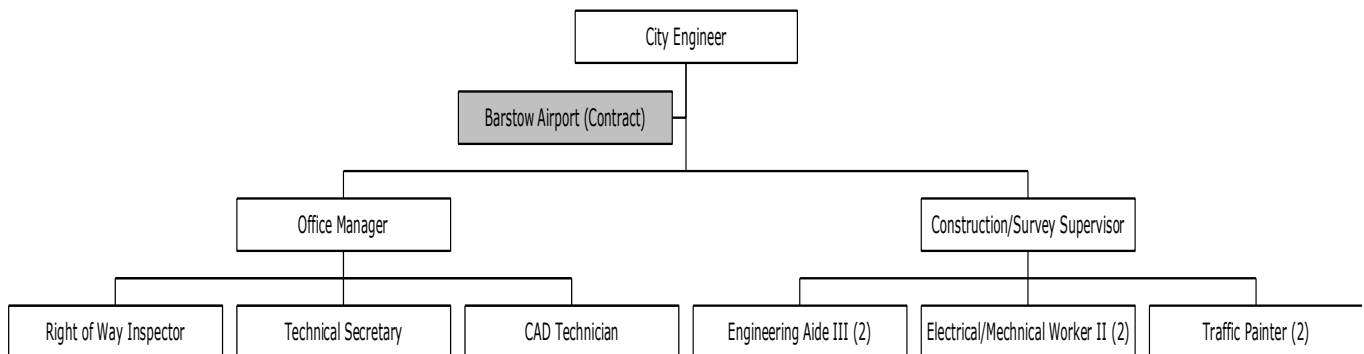


## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Value of Construction Contracts Awarded & Supervised	\$5,799,000	\$4,337,200	-25.2%
Street Reconstruction Costs Per Lane Mile	\$205,000	\$199,000	-2.9%
Sidewalk Ramps to Meet ADA Compliance	99	114	15.2%
Miscellaneous Recorded Inquiry Files	38	28	-26.3%
Street Segments Reviewed for Deterioration	405	348	-14.1%
Private Developments Requiring Utility Inspection	5	9	80.0%
Traffic Studies	53	54	1.9%
Gallons of Fuel Sold at Airport	38,695	28,925	-25.2%
Storm Water Plans Reviewed	35	37	5.7%
Storm Water Facilities Reviewed	180	203	12.8%
Street Light Maintenance Requests	267	384	43.8%
Utility Company Permits, Field Reviewed	86	91	5.8%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Contracts Completed within 10% of Bid Award	100%	100%	0.0%
Airport Fuel Net Revenue	\$19,751	\$7,338	-62.8%
Airport City Hangar Occupancy (Monthly Avg.)	100.0%	100.0%	0.0%
Traffic Signal After Hours Call out costs	\$10,581	\$9,317	-11.9%
Traffic Signs Replaced	932	804	-13.7%
Percent Sidewalk Miles versus Street Curb Miles	74.8%	74.8%	0.0%

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
City Engineer	1	1	1
Assistant City Engineer	1	1	0
Office Manager	1	1	1
Construction/Survey Supervisor	1	1	1
Right of Way Inspector	1	1	1
CAD Technician	1	1	1
Engineering Aide III	4	3	2
Electrical/Mechanical Worker II	2	2	2
Traffic Painter	2	2	2
Technical Secretary	1	1	1
<b>Total Full-Time</b>	<b>15</b>	<b>14</b>	<b>12</b>
<u>Regular Part-Time</u>			
None	-	-	-
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>15</b>	<b>14</b>	<b>12</b>





<b>Fire Chief.....</b>	<b>Leonardo Garcia</b>
<b>Battalion Chief .....</b>	<b>Ron Shaffer</b>
<b>Battalion Chief .....</b>	<b>Kenneth Powell</b>
<b>Battalion Chief .....</b>	<b>Charles Powell</b>
<b>Fire Marshal .....</b>	<b>Chris Coughlin</b>
<b>Training Safety Officer .....</b>	<b>Greg Weisbarth</b>



## Service Statement

The Midland Fire Department is a career fire department consisting of dedicated professional firefighters to protect and preserve the lives and property of the citizens of Midland from fire and to assist them in emergency situations. The department accomplishes these tasks with a complement of 46 personnel in five divisions: Administration, Suppression, Training, Fire Prevention and Maintenance.

The Administration Division directs and administers all department operations and personnel including strategic planning, budgeting, financial management, records management, reports, communications, policy development, labor relations and technologies. This division consists of the Fire Chief supported by a Technical Secretary.

The Fire Fighting Division is responsible for the prevention and extinguishment of fires and to be ready to respond to any emergency whether natural or technological in nature. This is accomplished through three fire stations, strategically located throughout the city, operated by 42 full-time firefighters divided into three platoons, each with a complement of 14 personnel who work a 24-hour shift. The Fire Fighting Division responds to fires, rescue calls, medical calls, hazardous conditions, service calls, false alarms and other calls otherwise not classified. This division is responsible for conducting commercial business inspections, fire safety education, special event standby services, station tours, public assistance, small equipment maintenance and facilities maintenance.

The Training Division is responsible for the management, development and implementation of the department's training programs. In addition, this division administers the department's occupational safety and health programs to enhance operations and prevent accidents. The division consists of one member who is assigned as the Training/Safety Officer. The services also include budget preparation, personnel management, public relations, organizational goal setting, training objectives, ensuring compliance with State of Michigan certification requirements and laws regulating Firefighter occupational safety and health, accident investigation, fire ground safety and educational programs for other City departments and the general public.

The Fire Prevention Division, through the Fire Chief, is responsible for enforcement of the City's fire prevention ordinances and codes. The division consists of one Fire Marshal whose duties are fire code enforcement, fire investigation, fire inspections and fire safety education. Code enforcement is accomplished through site plan review, plan review and on-site inspections, which include inspection and testing of fire protection systems including fire suppression, fire detection, alarms and hazardous material storage. The division works closely with Building, Planning, Engineering and Water department personnel during the construction of new buildings.

The division is responsible for fire investigations to determine cause and origin, administration of the department's public fire safety education programs including the Annual Open House, Fire Company Inspection Program, special event permits and processing Freedom of Information Act (FOIA) requests.

The Maintenance Division is managed by three Battalion Chiefs whose responsibilities include budgeting, financial management and maintenance of three specific areas: Shift A Battalion Chief's duties are to maintain all department equipment; Shift B Battalion Chief's duties are to maintain all fire apparatus, vehicles, radio communications and emergency sirens; Shift C Battalion Chief's duties are to maintain all fire station facilities and stationary equipment.

## Functions

### **Administration**

- Directs all fire prevention, firefighting and emergency service activities
- Plans fire protection/emergency services
- Prepares and administers operating and capital budgets
- Records management administration
- Prepares reports
- Develops policies and procedures
- Labor relations
- Conducts hiring and promoting within the department
- Represents department to public groups and citizens
- Maintains contact with other organizations that provide emergency services
- Coordinates new technologies

### **Suppression Division**

- Provides fire extinguishment, medical first responder response, emergency response and hazardous material technician level response
- Conducts fire prevention inspections and fire safety education
- Responds to calls for service
- Maintains facilities, apparatus and equipment
- Performs and receives training

### **Prevention Division**

- Enforces fire prevention ordinances and codes
- Administers fire safety education programs
- Administers fire inspection programs
- Conducts fire investigations
- Conducts high-hazard class inspections
- Conducts plan review
- Processes special event permits
- Investigates complaints
- Processes Freedom of Information Act (FOIA) requests
- Oversees the annual Fire Prevention Week Open House

### **Maintenance Division**

- Prepares and administers annual maintenance budget
- Directs the maintenance of all fire apparatus and vehicles
- Maintains radio communication equipment
- Maintains 13 emergency warning sirens
- Maintains facilities and fire equipment

### **Training Safety Division**

- Administers all department training programs
- Administers department's occupational safety and health programs
- Coordinates joint training with other organizations that provide emergency services
- Represents the department on various committees with other agencies and City departments
- Maintains all training records and required certifications
- Prepares and administers annual training budget
- Investigates department accidents
- Responds to major emergency incidents to ensure safety
- Develops and prepares training objectives, course outlines, lesson plans, materials and tests



## Department at a Glance

Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Administration	\$ 292,926	\$ 347,867	\$ 343,582	\$ 337,436	\$ 354,574	5.1%
Fire Fighting	4,906,842	5,749,794	5,921,220	5,847,713	6,210,967	6.2%
Prevention	126,487	139,765	139,354	138,581	145,812	5.2%
Maintenance	86,223	50,776	56,333	56,533	62,114	9.9%
Training	114,344	173,610	199,021	192,945	200,329	3.8%
Emergency Services	10,482	6,690	15,655	16,299	16,137	-1.0%
<b>Total Department</b>	<b>\$ 5,537,304</b>	<b>\$ 6,468,502</b>	<b>\$ 6,675,165</b>	<b>\$ 6,589,507</b>	<b>\$ 6,989,933</b>	<b>6.1%</b>
Personal Services	\$ 4,567,431	\$ 5,587,249	\$ 5,757,965	\$ 5,689,501	\$ 6,080,545	6.9%
Supplies	152,585	93,787	104,401	104,479	108,559	3.9%
Other Services/Charges	776,400	738,718	747,088	741,703	755,829	1.9%
Capital Outlay	40,888	48,748	65,711	53,824	45,000	-16.4%
<b>Total Department</b>	<b>\$ 5,537,304</b>	<b>\$ 6,468,502</b>	<b>\$ 6,675,165</b>	<b>\$ 6,589,507</b>	<b>\$ 6,989,933</b>	<b>6.1%</b>

### Personnel Summary

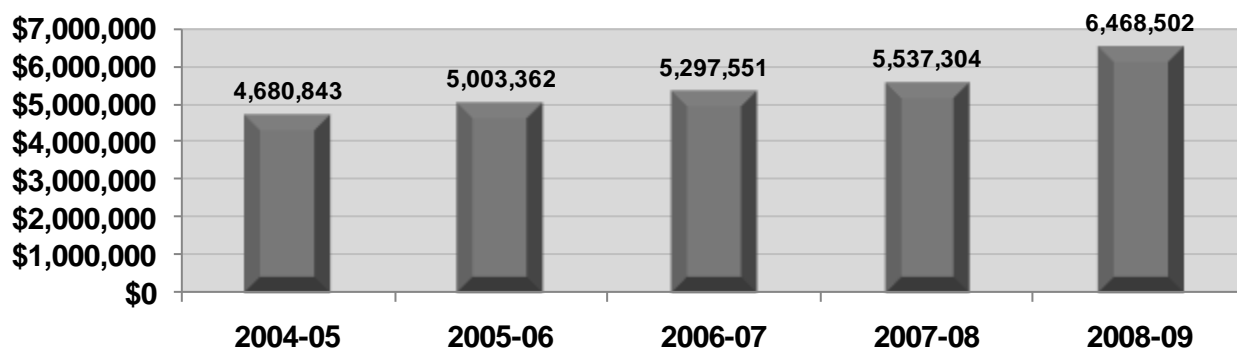
Full-Time	46	46	46	46	46
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

There was a 3% increase in the fire fighting personal services account that was required contractually.

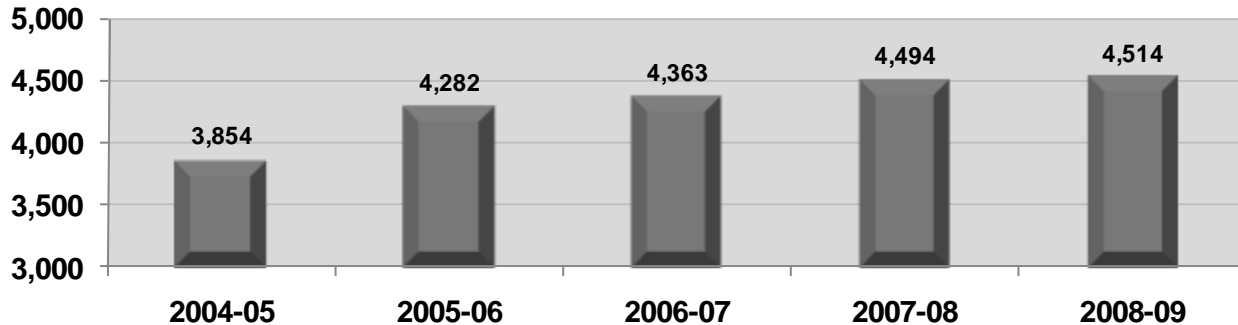
### 5-Year Operating Budget History



Major budget increase in FY 2008-09 budget. Funds previously located in the General Fund budget under Fringe Benefits Prefunded Retiree Health Contribution, were transferred to the Fire Department budget line item Retiree Health Contribution. This caused an increase in the department cost per capita and percent of the general fund calculations.

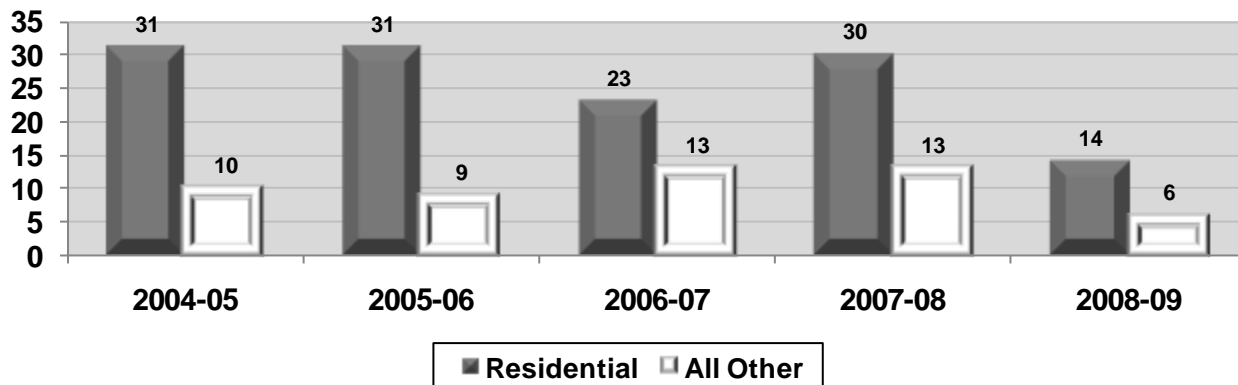
**Key Departmental Trends**

**Incident Responses**

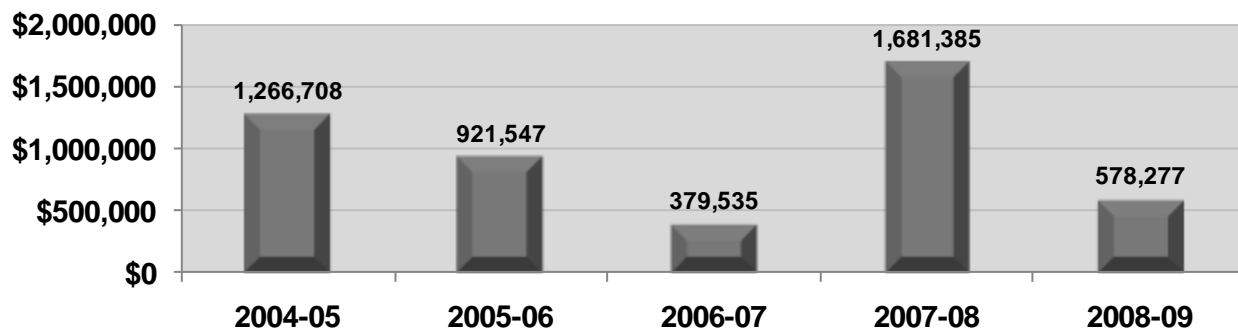


Incident response total includes response for emergency medical service. Emergency medical responses total 68% of all fire department responses.

**Structure Fires**



**Fire Loss**



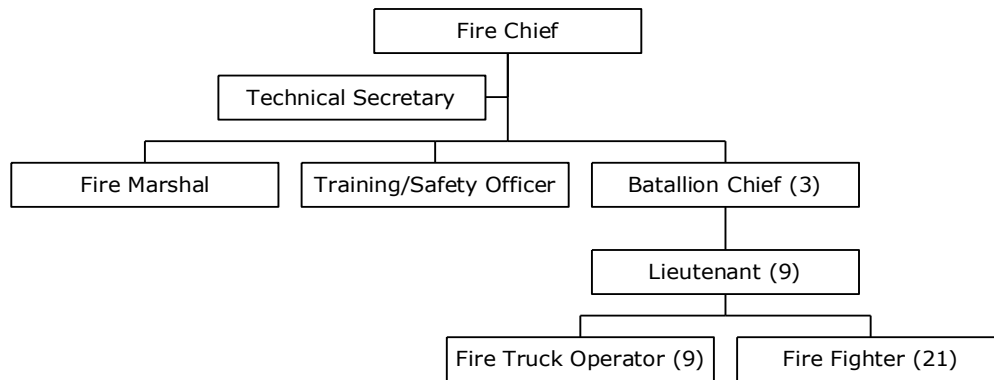
A decrease in fires resulted in a decrease in property damage.

## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Total Fire Department Response	4,494	4,514	0.4%
All Fires	104	68	-34.6%
Medical Response	3,080	3,080	0.0%
Other (Emergency) Responses	1,310	1,366	4.3%
Structure Fires	43	20	-53.5%
Property Endangered	\$36,058,575	\$2,869,676	-92.0%
Fire Loss	\$1,681,685	\$578,277	-65.6%
Number of Fire Related Civilian Injuries	2	0	-100.0%
Number of Fire Related Civilian Deaths	0	0	N/A
Number of Incident Related Firefighter Injuries	2	1	-50.0%
Total Firefighter Training Hours	9,608	9,212	-4.1%
Total Inspections Performed	739	750	1.5%
Violations Issued	414	437	5.6%
Violations Cleared	230	345	50.0%
Total Plans Reviewed	189	156	-17.5%
Total Permits Issued	14	26	85.7%
Community Events*		12	N/A
Public Education Programs	139	107	-23.0%
Public Education Hours	198	124	-37.4%
Total Public Education Attendance	6,972	2,495	-64.2%
<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Property Loss Per Capita	\$40.34	\$14.13	-65.0%
Department Cost Per Capita	\$129.51	\$161.87	25.0%
Department Cost as % of General Fund	14%	18%	28.6%

\*Community Events – Community Events was added to performance indicators output. This category indicates the number of times that the fire department participated as a safety measure (e.g. fireworks, medical stand-by) for large crowd events. A drop in 2008-09 public education attendance is because of this new category.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Fire Chief	1	1	1
Fire Marshal	1	1	1
Training Safety Officer	1	1	1
Battalion Chief	3	3	3
Lieutenant	9	9	9
Fire Truck Operator	9	9	9
Firefighter	21	21	21
Technical Secretary	0	0	1
Office Assistant	1	1	0
<b>Total Full-Time</b>	<b>46</b>	<b>46</b>	<b>46</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>46</b>	<b>46</b>	<b>46</b>

The Fire Department reclassified the Office Assistant position to Technical Secretary in Fiscal Year 2009-10.



<b>Fiscal Services Director .....</b>	<b>David A. Keenan</b>
<b>City Assessor.....</b>	<b>Reid Duford</b>
<b>City Controller .....</b>	<b>Margaret Maday</b>
<b>Purchasing Agent .....</b>	<b>Michael L. Meyer</b>
<b>City Treasurer .....</b>	<b>Dana Strayer</b>





**City Assessor..... Reid Duford**  
**Assessing Manager..... Karleen Helmreich**





## Service Statement

The City Assessor's Office assesses all real and personal property within the city of Midland. As mandated by the State of Michigan Constitution, all property must be assessed at 50 percent of its market value.

The assessor's job consists of four fundamental duties: inventory and list all property within the taxing jurisdiction, equitably evaluate every taxable property, calculate a taxable value for every parcel, and prepare an assessment roll with all taxable property listed in an orderly fashion.

In addition to the assessor's core responsibilities, there are many other tasks to be completed. Through the examination of deeds, property transfer affidavits and other relevant documents, the Assessor's Office ensures that the correct owner of each parcel of property is maintained accurately. The office is also responsible for special assessment rolls, which provide equitable distribution of costs relative to property owners that will benefit from necessary infrastructure improvements. Principal residential exemption and property transfer affidavit programs, mandated by the changes brought about by Proposal A of 1994, are also administered by the office.

## Functions

### **Assessing**

- Inventories and lists all property within the taxing jurisdiction
- Equitably evaluates every taxable property
- Calculates a taxable value for every parcel
- Prepares an assessment roll with all taxable property listed in an orderly fashion
- Approximately 18,400 parcels of property
- 2010 State Equalized Value (SEV) of \$2.30 billion

### **Real Property Assessments**

- Annually inspects and reconciles existing assessment information
- Measures and lists all new properties and construction
- Maintains accurate records of all properties

### **Personal Property Assessments**

- Audits both random and questionable returns
- Annually inspects and canvasses for new property
- Verifies and updates existing assessment records
- Mails personal property statements and conducts data entry of returns
- Verifies information reported by taxpayers

### **Board of Review & Other Tax Appeals**

- Organizes and schedules Board of Review meetings for March, July and December
- Works directly with taxpayers to resolve differences
- Defends property values at the Michigan Tax Tribunal and State Tax Commission

### **Assessing Information**

- Assessed and Taxable Values
- Property information – lot size, year built, square footage, building dimensions and sketch, room count, etc.
- Maintains sales information including date of sale and price paid
- Maintains tax maps
- Maintains lot dimensions and legal descriptions
- Maintains applications, forms and informational brochures
- Updates Assessor's web pages

### **Tax Billing and Assessment Notices**

- Mails Assessment Change Notices annually at least ten days before the March Board of Review meets
- July tax billing is completed on or before July 1st each year
- December tax billing is completed on or before December 1st each year

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Assessing	\$ 576,136	\$ 693,351	\$ 718,451	\$ 738,064	\$ 633,098	-14.2%
<b>Total Department</b>	<b>\$ 576,136</b>	<b>\$ 693,351</b>	<b>\$ 718,451</b>	<b>\$ 738,064</b>	<b>\$ 633,098</b>	<b>-14.2%</b>
Personal Services	\$ 495,374	\$ 648,681	\$ 666,110	\$ 688,322	\$ 572,554	-16.8%
Supplies	5,402	3,856	4,750	4,459	4,350	-2.4%
Other Services/Charges	75,360	40,814	47,591	45,283	41,194	-9.0%
Capital Outlay	-	-	-	-	15,000	0.0%
<b>Total Department</b>	<b>\$ 576,136</b>	<b>\$ 693,351</b>	<b>\$ 718,451</b>	<b>\$ 738,064</b>	<b>\$ 633,098</b>	<b>-14.2%</b>

### Personnel Summary

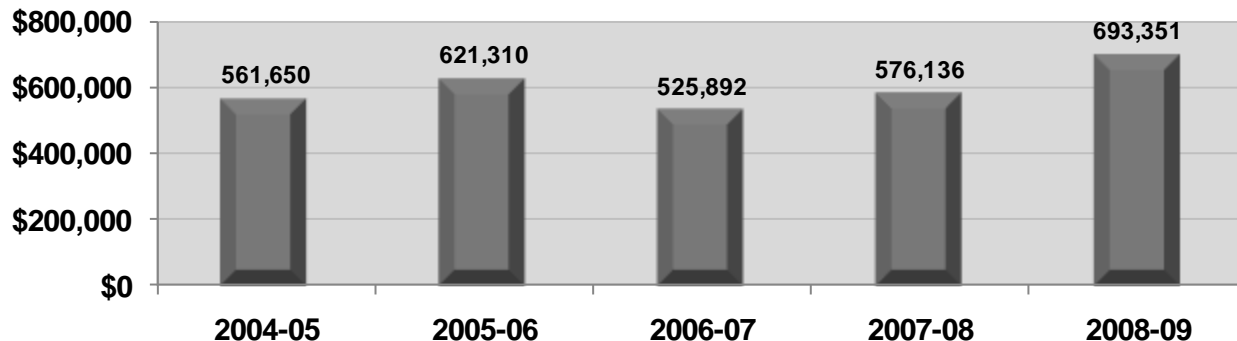
Full-Time	5	5	5	5	4
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

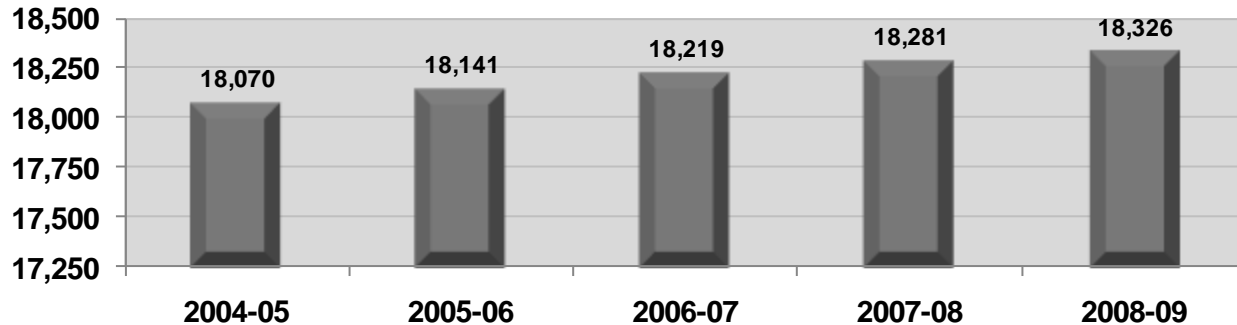
The Deputy City Assessor position was eliminated for the 2010-11 budget period.

### 5-Year Operating Budget History

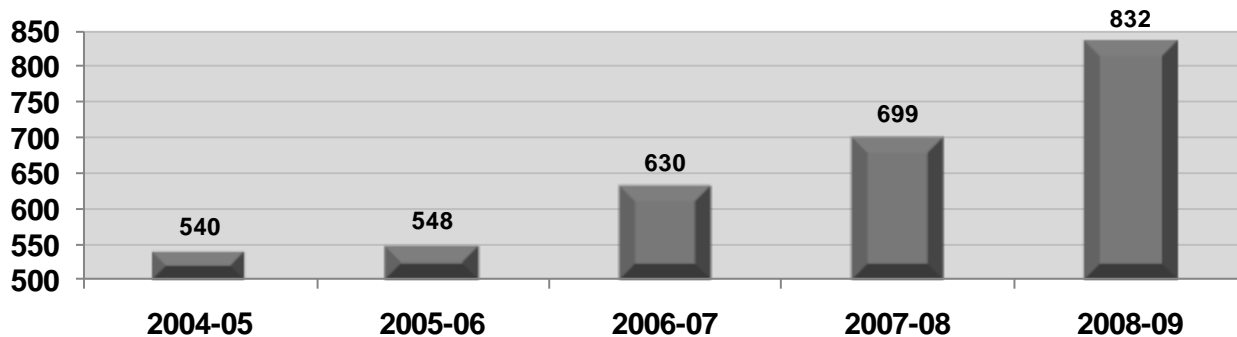


## Key Departmental Trends

Number of Parcels in the City



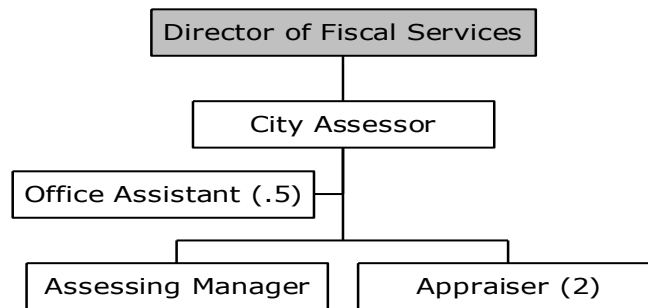
March Board of Review Appeals



## Performance Objectives

Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Residential Properties Revalued	3,122	3,015	-3.4%
IFT applications Processed	8	1	-87.5%
March Board of Review Appeals Heard	699	832	19.0%
Special Assessment Rolls Prepared	1	3	200.0%
Parcels Assessed	18,281	18,326	0.2%
Property Transfer Records Processed	1,462	1,204	-17.6%
Performance Indicators (EFFICIENCY)	2007-08 Actual	2008-09 Actual	% Change
Sales Ratio	50%	50%	0.0%
Equalization Factor	1.00	1.00	0.0%
Budget Cost per Parcel	\$31.52	\$37.83	20.0%

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
City Assessor	1	1	1
Deputy City Assessor	1	1	0
Assessing Manager	0	0	1
Personal Property Auditor	1	1	0
Appraisers	2	2	2
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>4</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>6</b>	<b>6</b>	<b>5</b>



City Controller ..... Margaret Maday  
Assistant City Controller..... Rachel Peters



## Service Statement

The Finance Department is responsible for the books of original entry for the assets, liabilities, equities, revenues and expenditures of the City of Midland. Payroll, accounts payable, escrow deposits, fixed asset details, grant records and accounts receivable are accounted for under the direction of the Fiscal Services Director. All funds are monitored for accuracy and proper accounting methods. An annual audited financial report, required by State Statute and City Charter, is produced in accordance with generally accepted accounting principles, and expanded into the Comprehensive Annual Financial Report.

Monthly operating reports are provided to all departments. These reports provide current period and year-to-date expenditure totals for budget and actual. Quarterly financial reports, for most City funds, are provided to City Council, together with an investment report and a log of all budget transfers approved during the period.

Payroll is processed bi-weekly for all current employees. All income tax withholdings and voluntary withholdings are processed in a timely manner. Finance processes all accounts payable checks on a weekly basis. While many billing functions have been departmentalized, Finance invoices and monitors the collections of many departments, and is responsible for accounting controls to assure the integrity of all accounts receivable billings and collections.

Detailed fixed asset records and depreciation schedules are maintained by Finance. In addition, detailed construction project accounting records are maintained by Finance. Physical inventory is tested by Finance during each year-end.

Finance is responsible for the oversight of the preparation of the annual City-wide budget, as well as the ongoing compliance during the year.

## Functions

### Finance

- Responsible for accounting of all financial transactions
- Processes payroll for all current employees
- Performs accounts payable processing
- Performs accounts receivable for most City funds
- Maintains fixed asset and construction project records
- Prepares interim financial statements as required
- Prepares regulatory financial reports as required
- Acts as liaison to independent auditors in performance of annual audit and preparation of the Comprehensive Annual Financial Report
- Prepares annual City-wide budget

## Department at a Glance

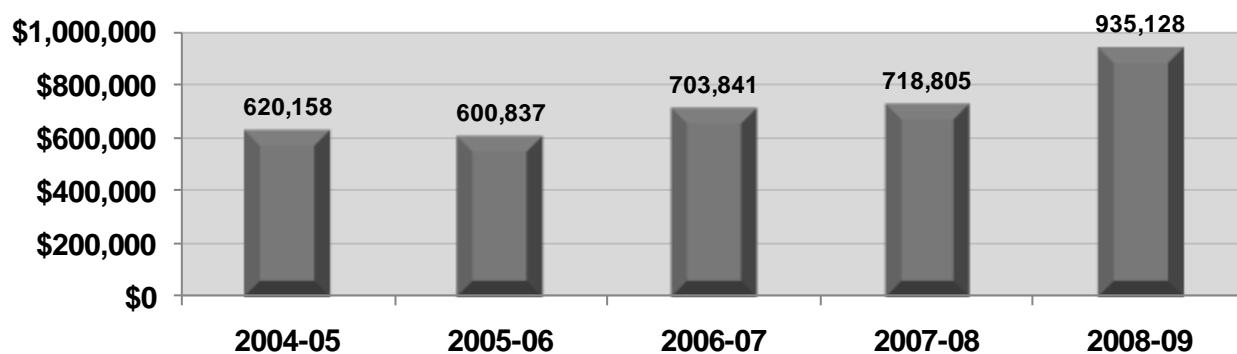
<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Finance	\$ 718,805	\$ 935,128	\$ 1,005,509	\$ 965,723	\$ 1,026,153	6.3%
<b>Total Department</b>	<b>\$ 718,805</b>	<b>\$ 935,128</b>	<b>\$ 1,005,509</b>	<b>\$ 965,723</b>	<b>\$ 1,026,153</b>	<b>6.3%</b>
Personal Services	\$ 619,565	\$ 844,031	\$ 896,176	\$ 886,249	\$ 943,542	6.5%
Supplies	11,803	9,053	11,612	11,118	10,902	-1.9%
Other Services/Charges	81,937	82,044	97,721	68,356	71,709	4.9%
Capital Outlay	5,500	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 718,805</b>	<b>\$ 935,128</b>	<b>\$ 1,005,509</b>	<b>\$ 965,723</b>	<b>\$ 1,026,153</b>	<b>6.3%</b>

### Personnel Summary

Full-Time	8	8	8	8	8
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

## Summary of Budget Changes

### 5-Year Operating Budget History

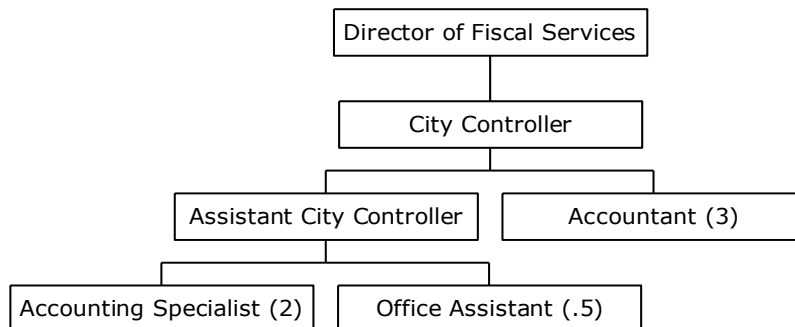




**Performance Objectives**

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Journal Entries	1,130	1,212	7.3%
Budget Adjustments	254	327	28.7%
Payroll Checks/Direct Deposits	14,573	14,604	0.2%
Accounts Payable Checks	10,107	9,679	-4.2%
Accounts Payable Amount Paid	\$117,075,526	\$85,266,286	-27.2%
Accounts Receivable Invoices	1,914	1,761	-8.0%
Capital Asset Additions	\$18,813,051	\$13,617,281	-27.6%
<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Administration of Federal Grant Expenditures	\$1,173,941	\$623,909	-46.9%
GFOA Certificate of Achievement for Excellence in Financial Reporting	25	26	

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Director of Fiscal Services	1	1	1
City Controller	1	1	1
Assistant City Controller	1	1	1
Accountant	3	3	3
Accounting Specialist	2	2	2
<b>Total Full-Time</b>	<b>8</b>	<b>8</b>	<b>8</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>9</b>	<b>9</b>	<b>9</b>



**Purchasing Agent .....** Michael L. Meyer



## Service Statement

The Purchasing Agent reports to the Director of Fiscal Services and has had one FTE since 1995. The scope of services include: supervising the expenditure of approximately \$20 million annually; soliciting approximately 150 formal bids, quotes, and RFP's per year; administering three public surplus auctions to sell unused items; and maintaining the City Hall facility. The Purchasing Department implements the City's centralized purchasing policy to procure supplies, equipment and services used by the operating departments. This is done in order to offer the most efficient and cost-beneficial expenditure of public funds, maximize savings through the competitive procurement process, and ensure compliance with legal requirements.

## Functions

### Purchasing

- Solicits and receives all formal bids, quotes and Requests for Proposals (RFPs) for City departments
- Contracts for and supervises surplus auctions including unclaimed property, retired computers and vehicles that are not used as for trade-in
- Reviews and approves all purchasing-related City Council agenda items
- Maintains the section of the City's website pertaining to open bid solicitations and tabulations
- Maintains an electronic library of bid specifications on the City's internal T: drive to assist user departments in the preparation of their requirements
- Awards all purchases that are below the City Council threshold of \$20,000
- Creates all purchase orders that exceed the departmental authority of \$3,000 after proper approval(s) have been obtained

- Assures compliance with City ordinances and formal purchasing policy
- Updates user manual for computerized purchasing system and trains staff on operational software
- Procures and distributes generic City stationery items through a formal inventory method

### Building Management

- Responsible for City Hall building operations since 2003
- Contracts with suppliers of HVAC, elevator, and other mechanical and grounds maintenance services
- Responsible for facility budget and implementing updates and modifications to enhance the appearance and functionality of City Hall

## Department at a Glance

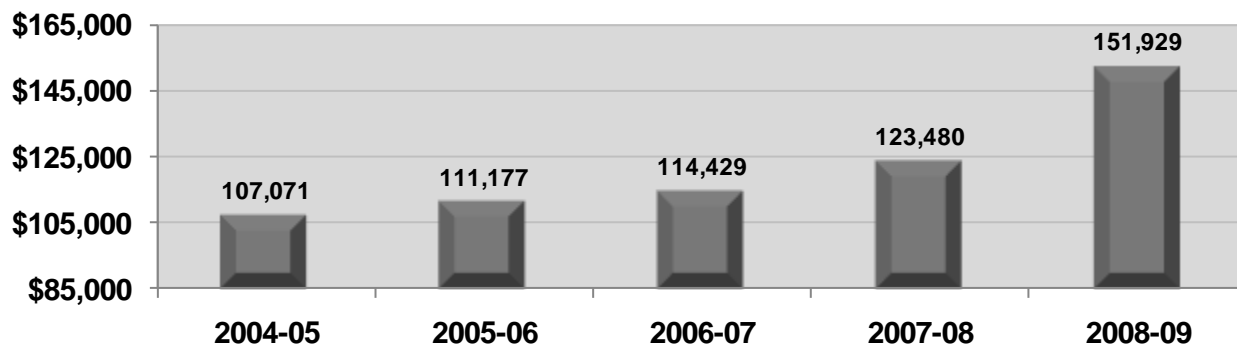
Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Purchasing	\$ 123,480	\$ 151,929	\$ 154,919	\$ 152,123	\$ 161,973	6.5%
<b>Total Department</b>	<b>\$ 123,480</b>	<b>\$ 151,929</b>	<b>\$ 154,919</b>	<b>\$ 152,123</b>	<b>\$ 161,973</b>	<b>6.5%</b>
Personal Services	\$ 119,377	\$ 149,963	\$ 151,540	\$ 148,978	\$ 159,037	6.8%
Supplies	380	282	200	198	200	1.0%
Other Services/Charges	3,723	1,684	3,179	2,947	2,736	-7.2%
<b>Total Department</b>	<b>\$ 123,480</b>	<b>\$ 151,929</b>	<b>\$ 154,919</b>	<b>\$ 152,123</b>	<b>\$ 161,973</b>	<b>6.5%</b>

### Personnel Summary

Full-Time	1	1	1	1	1
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

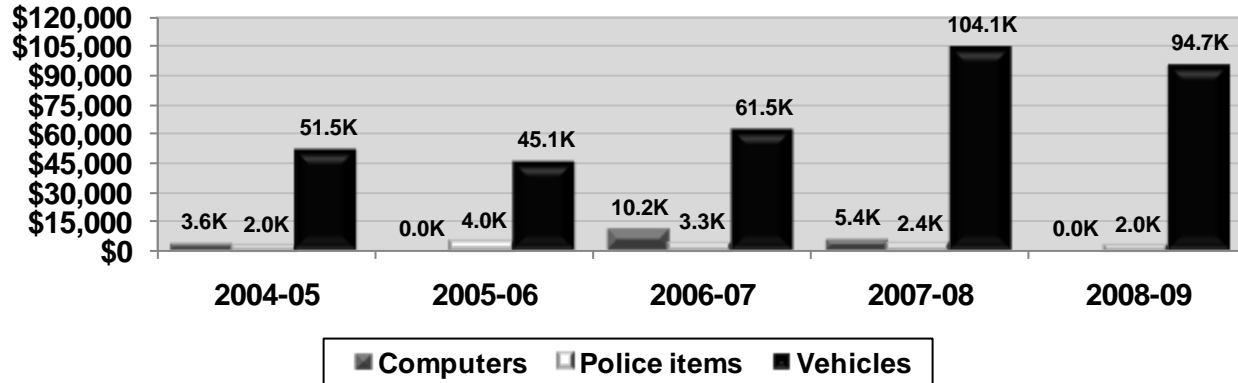
## Summary of Budget Changes

### 5-Year Operating Budget History



## Key Departmental Trends

### Surplus Auction Sales

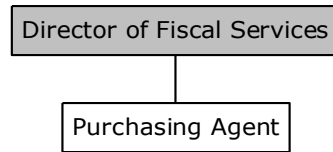


The City holds three surplus auctions per year: the first is to sell used computer equipment; the second is to sell unclaimed property from the Police Department; and the final sale is for used cars and trucks.

## Performance Objectives

Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Average number of days from bid request to award	45	45	0.0%
Value of funds from City auctions	\$111,970	\$96,662	-13.7%
Value of goods and services purchased	\$20,000,000	\$20,000,000	0.0%
Performance Indicators (EFFICIENCY)	2007-08 Actual	2008-09 Actual	% Change
Percentage of awards without dispute	0%	0%	N/A
Purchasing budget as % of total purchases	0.005%	0.005%	0.0%

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Purchasing Agent	1	1	1
<b>Total Full-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>1</b>	<b>1</b>	<b>1</b>





**City Treasurer ..... Dana Strayer**



## **Service Statement**

The Treasurer's Office serves as the main collection point for monies owed the City of Midland and other taxing entities within the jurisdiction of the City of Midland. The department is also responsible for investment of City funds; collection of current and delinquent property taxes; distribution of tax collections to taxing entities; tax bill revisions; administration of the police and fire retirement system; and administration of downtown parking enforcement. Additional services provided include online payment of utility bills and parking tickets, the Auto-Pay program for utility and property tax bills, and online tax billing information.

## **Functions**

### **Treasurer's Office**

- Collects monies owed to City
- Collects current and delinquent property taxes
- Distributes tax collections to taxing entities
- Makes tax bill revisions
- Invests City funds
- Reconciles City bank accounts
- Responsible for printing and distribution of checks issued by the City
- Handles State reporting for Tax Increment Financing and Industrial Facilities Taxes
- Provides alternate payment options
- Provides tax billing information to customers

### **Parking**

- Oversees parking enforcement in downtown area
- Processes and collects payments for all parking tickets issued in the city
- Collects delinquent parking fines
- Collects metered parking fees
- Leases parking spaces in downtown area

### **Police and Fire Retirement System**

- Maintains records for system
- Issues monthly pension checks to retired police and fire members
- Prepares 1099R tax forms
- Ensures compliance with Public Act 345, Fire Fighters and Police Officers Retirement Act

## Department at a Glance - Treasurer's Office

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Treasurer's Office	\$ 352,011	\$ 501,179	\$ 389,549	\$ 390,374	\$ 405,500	3.9%
<b>Total Department</b>	<b>\$ 352,011</b>	<b>\$ 501,179</b>	<b>\$ 389,549</b>	<b>\$ 390,374</b>	<b>\$ 405,500</b>	<b>3.9%</b>
Personal Services	\$ 295,161	\$ 448,893	\$ 319,973	\$ 323,399	\$ 338,958	4.8%
Supplies	8,716	4,340	7,665	6,126	6,028	-1.6%
Other Services/Charges	33,951	47,946	61,911	60,849	60,514	-0.6%
Capital Outlay	14,183	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 352,011</b>	<b>\$ 501,179</b>	<b>\$ 389,549</b>	<b>\$ 390,374</b>	<b>\$ 405,500</b>	<b>3.9%</b>

### Personnel Summary

Full-Time	6	6	4	4	4
Regular Part-Time	-	-	1	1	1
<b>Total Department</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>

One staff member provided support to Clerk's Office and one staff member provided support to Downtown Parking Enforcement in fiscal year 2008-09.

## Department at a Glance - Police & Fire Pension Adm

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Police & Fire Pension Adm	\$ 37,466	\$ 42,950	\$ 48,238	\$ 44,088	\$ 48,226	9.4%
<b>Total Department</b>	<b>\$ 37,466</b>	<b>\$ 42,950</b>	<b>\$ 48,238</b>	<b>\$ 44,088</b>	<b>\$ 48,226</b>	<b>9.4%</b>
Personal Services	\$ 12,226	\$ 16,375	\$ 21,942	\$ 19,071	\$ 22,471	17.8%
Supplies	208	471	300	250	275	10.0%
Other Services/Charges	25,032	26,104	25,996	24,767	25,480	2.9%
Capital Outlay	-	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 37,466</b>	<b>\$ 42,950</b>	<b>\$ 48,238</b>	<b>\$ 44,088</b>	<b>\$ 48,226</b>	<b>9.4%</b>

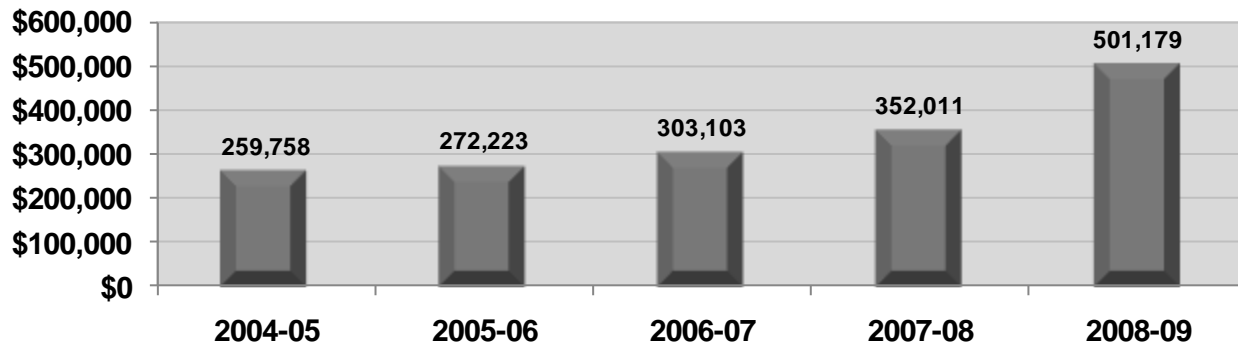
## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

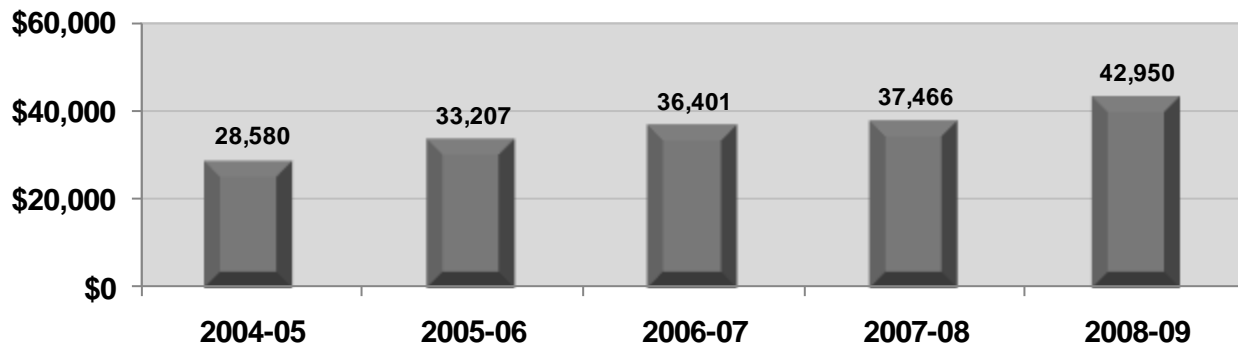
The overall decreases in Treasurer's Office Personal Services are attributed to an Account Clerk III vacancy that was not filled in fiscal year 2009-10 and the Parking Violations Clerk position that was reduced to part time; those wages are charged entirely to the parking fund in 2009-10. The increases in Police and Fire Pension Administration Personal Services are attributed to increases in the number of hours the Treasurer spends working on pension administration.

The fees associated with acceptance of credit card payments are major factors in the Treasurer's Office Other Services/Charges increases for the 2009-10 budgets over previous years. The decrease in Police and Fire Pension Administration Other Services is attributed to reduced actuarial costs and legal costs.

### 5-Year Operating Budget History – Treasurer's Office



### 5-Year Operating Budget History – Police & Fire Pension Administration

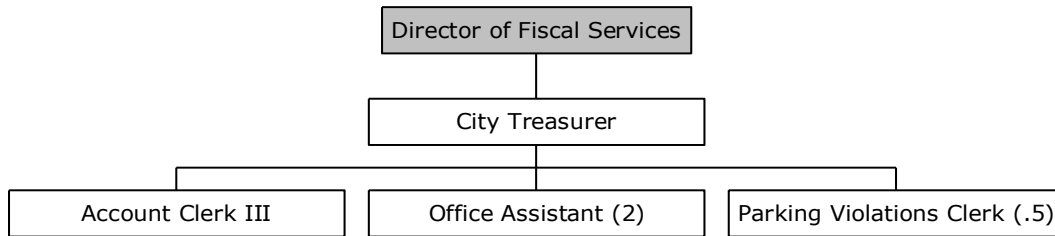


## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Number of Payments Processed			
o Tax Payments	33,571	33,701	0.4%
o Utilities	67,918	69,018	1.6%
o Miscellaneous	34,570	34,720	0.4%
o AutoPay – Utilities	4,282	4,751	11.0%
Total Dollars Processed			
o Tax Payments	\$114,812,172	\$86,418,717	-24.7%
o Utilities	\$13,653,153	\$13,792,941	1.0%
o Miscellaneous	\$61,847,256	\$26,275,726	-57.5%
o AutoPay – Utilities	\$495,329	\$557,064	12.5%
Customers Enrolled in Tax AutoPay	247	323	30.8%
Option available beginning March 2007			
First payments processed September 2007			
Water Payments Processed Online			
Option available beginning May 22, 2007			
o Credit card & debit card	4,620	7,063	52.9%
o Electronic check	1,097	1,802	64.3%
Parking Ticket Payments Processed Online			
Option available beginning May 22, 2007			
o Credit card & debit card	341	473	38.7%
<b><u>Parking Enforcement</u></b>			
Parking Tickets Issued in Downtown Area	2,198	1,799	-18.2%
Parking Tickets Issued by Police Department	3,346	3,204	-4.2%
Parking Tickets Paid	4,840	5,021	3.7%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Collected July 1 – February 28			
• % of Real Property Tax Levy Collected	98.4%	97.9%	-0.5%
• % of Personal Property Tax Levy Collected	99.6%	99.4%	-0.2%
• % of Industrial Facilities Tax Levy Collected	100.0%	100.0%	0.0%

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

One full-time Account Clerk III staff member provided support to the Clerk's Office in fiscal year 2008-09.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
City Treasurer	1	1	1
Account Clerk III	2	1	1
Office Assistant	2	2	2
Parking Violations Clerk	1	0	0
<b>Total Full-Time</b>	<b>6</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
Parking Violations Clerk	0	1	1
<b>Total Regular Part-Time</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>6</b>	<b>5</b>	<b>5</b>







**Assistant City Manager for Human Resources ..... Paula Whittington**  
**Assistant Director of Human Resources ..... Ken Arthur**  
**Human Resources Technician ..... Karen Cross**  
**Human Resources Technician ..... Cherie Betoski**



### **Service Statement**

The Human Resources Department provides support services and consultation in the areas of recruitment and employment testing, employee and labor relations, collective bargaining and contract administration, employee safety and health, performance evaluations and salary administration, employee education and development, personnel records maintenance and other personnel-related issues. The department ensures consistent practices are followed in compliance with State and Federal labor and occupational safety and health laws, bargaining agreements and administrative regulations.

The Human Resources Department is responsible for administration of the City's merit system of employment, in accordance with the City of Midland Code of Ordinances, Article III, Section 2-58. A merit system of employment ensures fair and consistent hiring practices in public sector employment that is based upon an applicant's demonstrated, job-related skills and abilities.

The Human Resources Department administers the City safety and health program, which strives for zero injuries and optimum health and wellness for City employees, both on and off the job. The Employee Health and Safety Action Committee, with representation from each of the City's major departments, develops City-wide safety policy and program initiatives that promote occupational safety and health.

The Human Resources Department administers the City's wage and benefit plans. As is reflected in the Midland community, health care and pension plans have been instituted that balance fair and competitive compensation with containment of health and pension costs.

## Functions

### **Human Resources**

- Recruits full- and part-time staff and summer employees
- Conducts employment testing
- Publishes and maintains employee handbooks
- Maintains employee personnel records
- Administers tuition reimbursement, contractual educational payments and physical exam programs
- Assures compliance with labor and employment laws

### **Labor Relations**

- Negotiates labor contracts for six bargaining units
- Performs grievance administration for six union contracts
- Publishes and maintains collective bargaining agreements
- Advises employees and supervisors on labor contract administration
- Investigates complaints regarding violations of labor and employment laws and administrative regulations
- Represents employer in grievance and Act 312 arbitration hearings

### **Compensation**

- Develops and administers classification plans and compensation schedules
- Monitors employee performance evaluation program
- Conducts job evaluations and salary and benefits surveys
- Administers self-funded health care plans and life and disability plans
- Administers defined contribution and defined benefit retirement plans

### **Employee Health and Safety**

- Assures compliance with occupational health and safety laws and City safety regulations
- Fosters employee involvement and serves as staff liaison to employee safety and health steering committees
- Administers employee safety and health programs
- Manages City's workers compensation claims
- Administers injury reporting and investigation programs
- Administers hazard inspection programs
- Analyzes safety and loss control data

## Department at a Glance

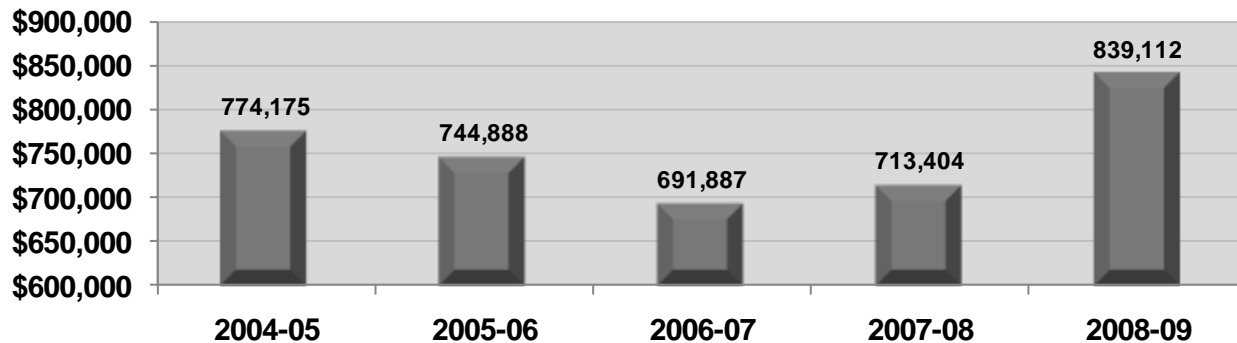
<b>Funding Level Summary</b>		<b>2007-08 Actual</b>		<b>2008-09 Actual</b>		<b>Adjusted 2009-10 Budget</b>		<b>Estimated 2009-10 Budget</b>		<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Human Resources	\$	559,684	\$	690,517	\$	805,820	\$	763,801	\$	745,148	-2.4%
Risk Management		153,720		148,595		-		-		-	0.0%
<b>Total Department</b>	<b>\$</b>	<b>713,404</b>	<b>\$</b>	<b>839,112</b>	<b>\$</b>	<b>805,820</b>	<b>\$</b>	<b>763,801</b>	<b>\$</b>	<b>745,148</b>	<b>-2.4%</b>
Personal Services	\$	509,760	\$	611,860	\$	535,861	\$	529,476	\$	561,471	6.0%
Supplies		8,057		7,010		12,700		8,700		8,700	0.0%
Other Services/Charges		195,587		220,242		257,259		225,625		174,977	-22.4%
<b>Total Department</b>	<b>\$</b>	<b>713,404</b>	<b>\$</b>	<b>839,112</b>	<b>\$</b>	<b>805,820</b>	<b>\$</b>	<b>763,801</b>	<b>\$</b>	<b>745,148</b>	<b>-2.4%</b>

### Personnel Summary

Full-Time	5	4	4	4	4
Regular Part-Time	-	1	-	-	-
<b>Total Department</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>

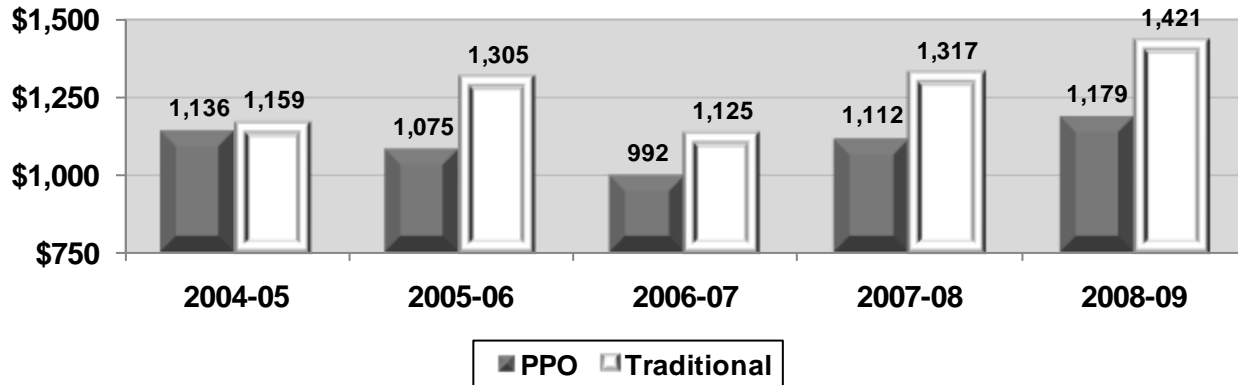
## Summary of Budget Changes

### 5-Year Operating Budget History



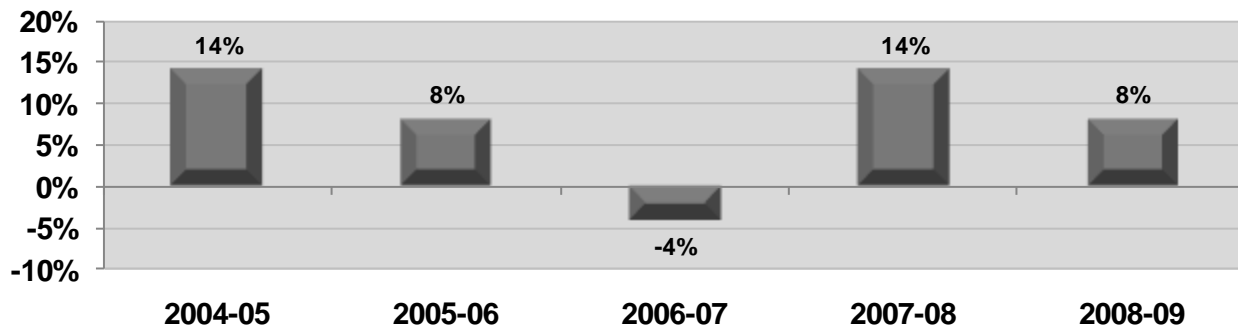
**Key Departmental Trends**

**Monthly Health Insurance Premium - Family Coverage**

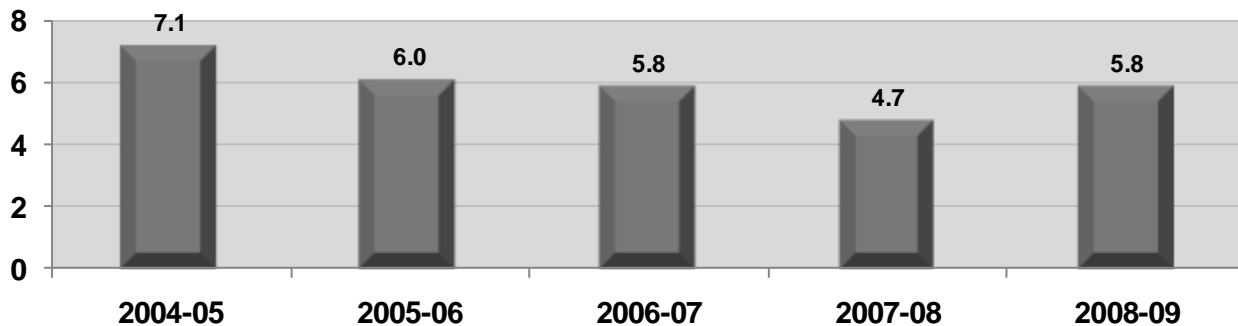


This is a representative rate covering several employee groups.

**Health Insurance Rate Changes**

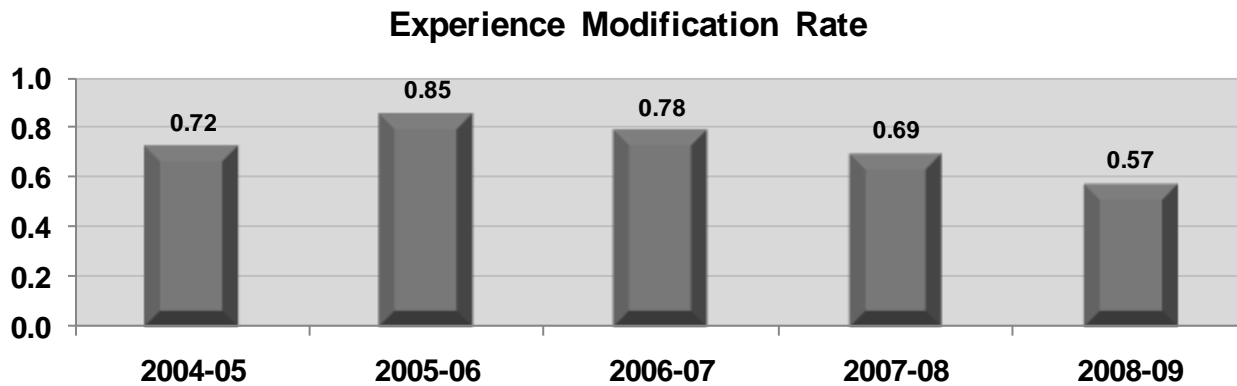


**Employee Injury Incident Rate**



Incident rate measures the number of recordable injuries for all City employees per 100 full-time workers/year.

## Key Departmental Trends (cont.)

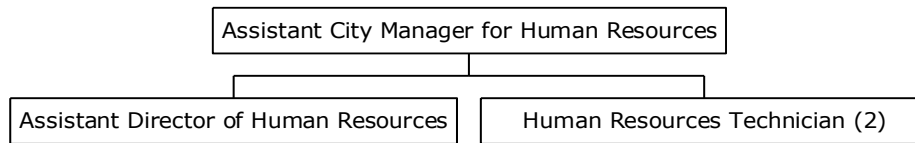


The Experience Modification Rate is a discount applied to the City's base workers compensation premium. An EMR<1 means rates are discounted.

## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Job Postings – Full-time	39	20	-48.7%
Job Postings – Part-time	19	5	-73.7%
Applications Processed	1,708	1,484	-13.1%
Promotions/Transfers Processed	23	11	-52.2%
Employees Hired	41	8	-80.5%
Retirements	12	18	50.0%
Separations	8	10	25.0%

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Assistant City Manager for Human Resources	1	1	1
Assistant Director of Human Resources	1	1	1
Safety and Health Manager	0	0	0
Human Resources Technician	1	2	2
Office Professional	1	0	0
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
Safety and Health Manager	1	0	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>5</b>	<b>4</b>	<b>4</b>

The part-time Safety Manager position was vacated due to a retirement, and those responsibilities were re-allocated among Human Resources staff.





<b>Public Services Director .....</b>	<b>Karen Murphy</b>
<b>Assistant Director of Public Services .....</b>	<b>Jan Yuergens</b>
<b>Recreation Manager .....</b>	<b>Marcie Post</b>
<b>Horticulturist.....</b>	<b>Stephanie Szostak</b>



## Service Statement

The department's scope of services includes: administration, upkeep and maintenance of grounds, facilities and recreation equipment in over 80 parks and the City cemetery, collaboration and follow-through on community events, facilitation of organized outdoor sports, coordination of seasonal programs and recreational activities, ongoing maintenance, and removal and new planting of trees in the City's rights-of-way and parks.

## Functions

### Administrative and Support Services

- Prepares and administers department budget
- Prepares specifications for bid process and makes recommendations to City Council for purchases
- Coordinates and evaluates staff activities
- Develops and maintains policies and programs
- Provides in-person and phone support to residents regarding City services
- Processes purchase orders and invoices for payment
- Administers reservation processes for picnic shelters, City Forest, the stage and band shell
- Coordinates registration of swim lessons, tennis lessons, volleyball and softball leagues
- Facilitates monthly Parks & Recreation Commission meetings
- Implements action items from the five-year Parks Master Plan
- Provides leadership and administrative support to the Beautification Advisory Committee in conjunction with the annual Appreciation of Beautification Awards Program and Make Midland Beautiful poster contest
- Administers support services for community events (i.e., Tunes by the Tridge, 4<sup>th</sup> of July Fireworks, softball tournaments, Riverdays, annual Art Fair and other downtown events)
- Maintains safety program in conjunction with MIOSHA and the City Manager's Safety Quality Review program

### Parks

- Maintains over 2,700 acres of park land, with over 80 parks, including community parks, district parks, block parks and environmental areas
- Maintains picnic shelters, buildings, storage areas and recreational equipment
- Provides lawn mowing and maintenance services using both City crews and contractors
- Provides snow removal for all parks and City parking areas
- Coordinates sound equipment, stage use, picnic table rental, picnic shelter preparation, trash removal and general park upkeep

### City Forest

- Offers an A-framed Chalet with restrooms and a snack bar for use during winter recreational activities, and available for rent in the summer months
- Features snow-making equipment to extend seasonal opportunity for sledding
- Maintains four elevated, iced toboggan runs with toboggan rental
- Provides outdoor ice skating surface with skate rental available
- Offers 11K loop of lighted, groomed cross country ski trails with ski rental

### Functions (cont.)

#### **Athletics**

- Coordinates adult softball leagues, including team rosters, game schedules and field and umpire assignments
- Coordinates youth softball leagues, including team rosters, game schedules, field and umpire assignments
- Coordinates special events for youth and adults
- Operates adult beach volleyball league

#### **Summer Outdoor Recreation Activities**

- 18-hole disc golf course
- 15,000-square-foot concrete skatepark
- BMX bike track – home to weekly National Bicycle League sanctioned races
- Four-acre dog park featuring both wooded and open play areas
- Canoe rentals
- Gerstacker Sprayground and Longview Sprayground
- Eleven miles of mountain bike trails at City Forest
- Walk Michigan program with organized walks held on Tuesdays and Thursdays at various outdoor locations

#### **Swimming**

- Accessible locker rooms, showers and zero depth pool entry are featured at Plymouth Pool
- Red Cross certified swim lessons offered
- Stratford Woods Beach open late May to early September

#### **Cemetery**

- Provides maintenance for the City's 55-acre cemetery
- Assists customers with selection and location of cemetery lots
- Provides burial services as needed

#### **Forestry & Horticulture**

- Maintains street outlawn trees and city park trees through in-house pruning program
- Plants and removes street outlawn trees as necessary
- Ongoing planning, development and maintenance of planting beds throughout Midland under the supervision of the City of Midland horticulturist

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Administration	\$ 6,177	\$ 402,321	\$ 306,736	\$ 312,657	\$ 317,168	1.4%
Parks	2,692,877	3,086,597	3,441,253	2,933,350	2,573,276	-12.3%
Forestry	-	-	13,875	420,537	422,136	0.4%
Recreation	433,320	272,631	252,702	255,655	436,661	70.8%
Summer Programs	86,091	79,006	51,563	26,083	9,525	-63.5%
City Forest	42,648	36,096	57,773	45,871	49,645	8.2%
Canoe Livery	2,422	2,675	-	2,130	-	-100.0%
Plymouth Park Pool	121,304	148,453	154,959	163,223	146,523	-10.2%
Stratford Woods	11,831	8,968	-	8,954	-	-100.0%
Cemetery	167,858	177,121	247,623	308,673	355,705	15.2%
<b>Total Department</b>	<b>\$ 3,564,528</b>	<b>\$ 4,213,868</b>	<b>\$ 4,526,484</b>	<b>\$ 4,477,133</b>	<b>\$ 4,310,639</b>	<b>-3.7%</b>
Personal Services	\$ 2,350,649	\$ 2,888,293	\$ 2,732,984	\$ 2,718,026	\$ 3,047,573	12.1%
Supplies	249,228	259,554	276,549	231,072	238,840	3.4%
Other Services/Charges	877,455	967,463	1,050,695	1,057,895	967,726	-8.5%
Capital Outlay	87,196	98,558	466,256	470,140	56,500	-88.0%
<b>Total Department</b>	<b>\$ 3,564,528</b>	<b>\$ 4,213,868</b>	<b>\$ 4,526,484</b>	<b>\$ 4,477,133</b>	<b>\$ 4,310,639</b>	<b>-3.7%</b>
<b>Personnel Summary</b>						
Full-Time	35	33	29	29	25	
Regular Part-Time	-	-	-	-	1	
<b>Total Department</b>	<b>35</b>	<b>33</b>	<b>29</b>	<b>29</b>	<b>26</b>	

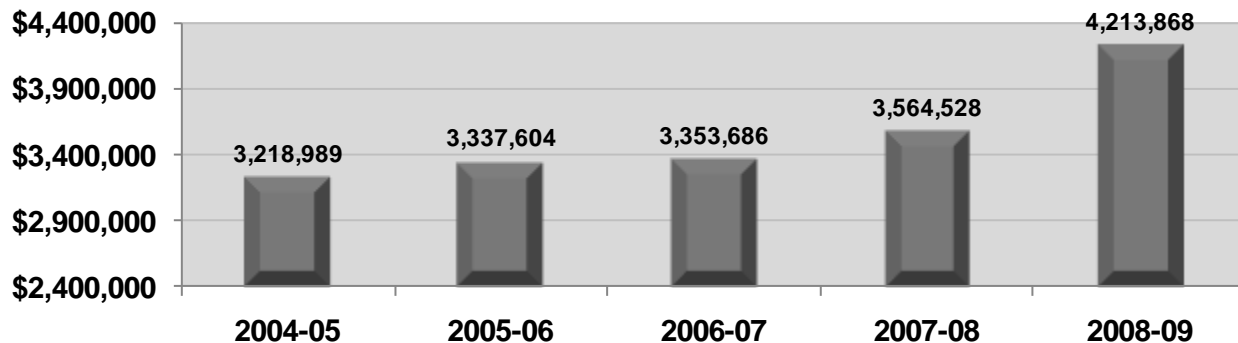
## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

Staffing levels for 2010-11 have been reduced by one full-time position vacated through retirement, and an additional full-time vacant position is being replaced by a part-time position. With a smaller crew, staff will concentrate on efficiencies out in the field in order to continue to provide a high level of service to citizens.

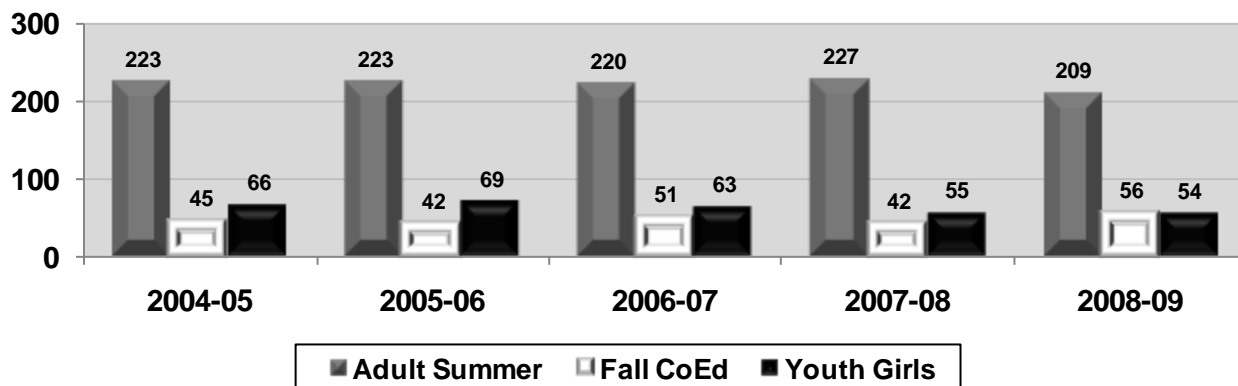
Other changes implement in the 2010-11 budget include eliminating the canoe livery operation, discontinuing financial support for the Chemical City Band, and eliminating ten vehicles and pieces of equipment from the Parks fleet.

### 5-Year Operating Budget History



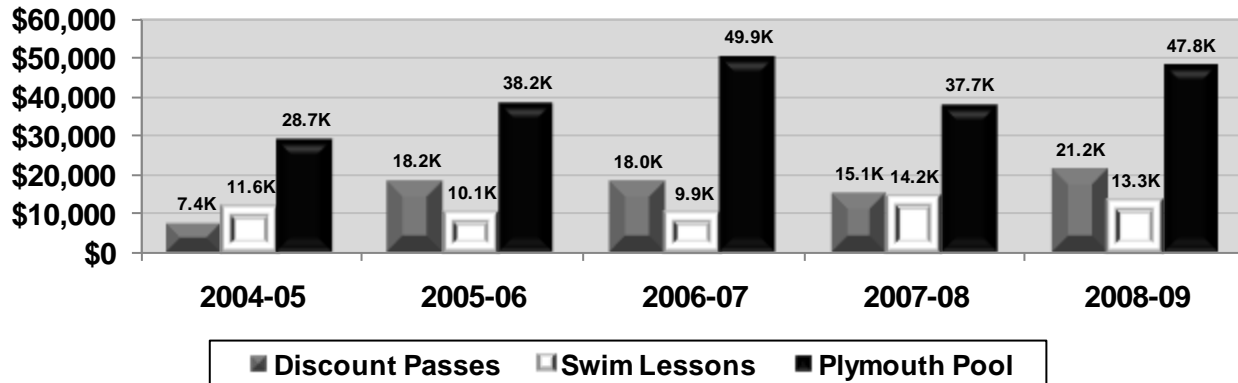
## Key Departmental Trends

### Softball Teams Supported

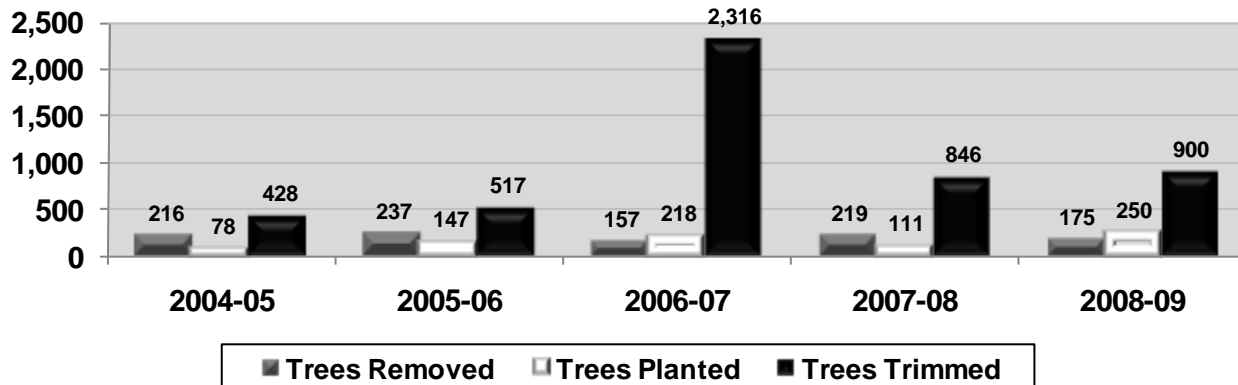


## Key Departmental Trends (cont.)

### Aquatics Revenue

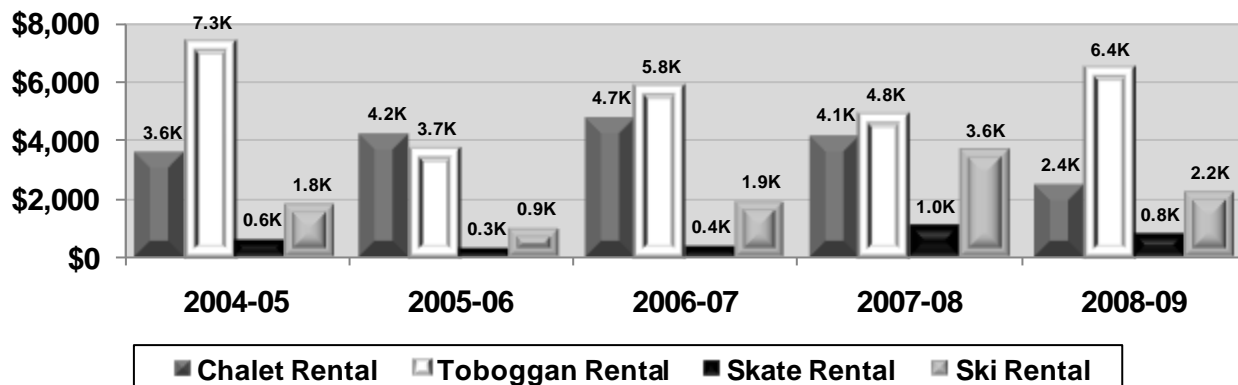


### Forestry Services



A special trimming initiative was undertaken in 2006-07 that resulted in a greater number of trees trimmed than is typical in a year. 2007-08 trimming is more indicative of a typical year.

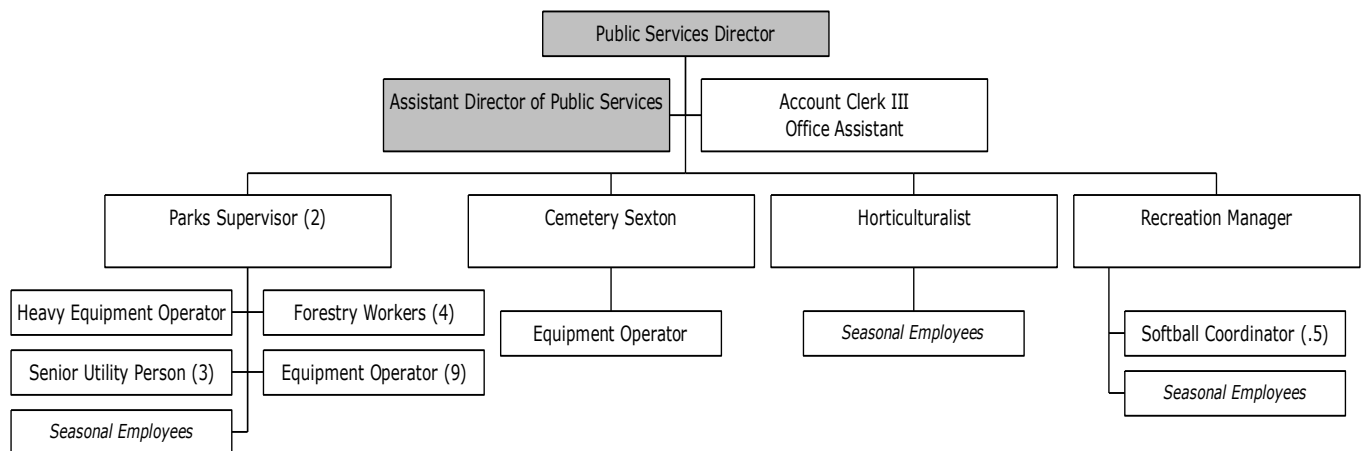
### City Forest Revenue



## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Picnic Shelter Reservations	622	566	-9.0%
Picnic Shelter Rental Revenue	\$17,017	\$17,015	0.0%
Cemetery:			
Interments	102	90	-11.8%
Cremation Interments	20	33	65.0%
Cemetery Spaces Remaining:			
Adult	1,932	1,845	-4.5%
Infant	234	231	-1.3%
Cremation	307	274	-10.7%
Veteran	25	21	-16.0%
<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Trees Trimmed	846	900	6.4%

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Parks and Recreation Director	1	0	0
Cemetery Sexton	0	0	1
General Supervisor, Parks & Forestry	1	0	0
Parks Supervisor	1	2	2
Horticulturist	1	1	1
Recreation Manager	1	1	1
Recreation Coordinator	1	1	0
Account Clerk III	1	1	1
Equipment Operator*	15	13	10
Facility Maintenance Person*	2	1	0
Forestry Worker	4	4	4
Heavy Equipment Operator	1	1	1
Office Assistant	1	1	1
Senior Utility Person	3	3	3
<b>Total Full-Time</b>	<b>33</b>	<b>29</b>	<b>25</b>
<u>Regular Part-Time</u>			
Softball Coordinator	0	0	1
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Department Total</b>	<b>33</b>	<b>29</b>	<b>26</b>

\*Two Equipment Operators and the Facility Maintenance Person were transferred to Currie Golf Course. During the golf off-season (approximately 4 months per year), these individuals will work in Parks and Recreation through labor transfers. A Cemetery Sexton position was added at the cemetery.





**Planning Department**

**Director of Planning and Community Development .....Keith Baker, AICP**  
**Community Development Specialist ..... Cheri King**

**Building Department**

**Chief Inspector/Electrical Inspector ..... John Wegner**



## Service Statement

The Planning & Building Inspection Department serves a vast array of clients including city residents, property owners, developers, realtors, businesses and other City of Midland departments. Planning provides and maintains zoning, addressing, floodplain, census, housing, land divisions, inspection and future land use planning information for the community. The department works closely with the Midland Public Schools in the annual planning and construction of a Building Trades house project. Planning & Community Development staff coordinates with the Information Services Department to create and maintain a set of geographic information system (GIS) maps and digital data including zoning, existing land use, future land use, floodplain, census, structure counts, building envelopes and other planning-related geospatial data.

The Building division is dedicated to the protection of the health, safety and welfare of Midland residents and visitors through the enforcement of City ordinances and State law as it pertains to building codes and practices, property maintenance, signs, trash, litter and debris, zoning and other nuisance-related issues. Building inspection staff are State of Michigan-registered inspectors in their respective fields of expertise. Building inspection staff conducts architectural plan review and construction inspection services for all forms of construction, from single family residential to industrial manufacturing facilities and all uses in between. The City employs two rental housing and code enforcement inspectors to insure the safety and maintenance of the city's 6,171 registered rental units and encourage neighborhood stability through appropriate property maintenance code enforcement (e.g., trash, litter, debris, junk vehicles and front yard parking restrictions).

Members of the Planning and Building department staff are considered leaders in their respective fields. They serve as members of various local and statewide professional organizations assisting in the training and education of their professional colleagues.

## Functions

### **Administration**

- Prepares and administers department budget
- Acts as City's representative and expert in planning- and zoning-related issues
- Provides oversight to the City's senior housing (Riverside Place and Washington Woods) directors
- Liaison to the U.S. Census Bureau
- Liaison to FEMA for floodplain issues
- Prepares agendas and provides technical staff support to the Planning Commission, Zoning Board of Appeals, Construction Board of Appeals, Center City Authority and West Main Historic District Commission

### **Application and Review Process**

- Provides information regarding application procedures and requirements
- Reviews site plan applications for compliance with City ordinances and regulations
- Reviews subdivision plat and site condominium applications for compliance with City ordinances and regulations
- Reviews zoning petition applications (rezoning requests) for compliance with the future land use plan and provides recommendations
- Reviews zoning ordinance text amendment applications and provides recommendations
- Reviews street vacation requests for compliance with City ordinances and regulations
- Provides design assistance to developers and City staff
- Conducts site plan compliance inspections prior to issuance of certificates of occupancy

## Functions (cont.)

### Planning, Zoning & Land Use

- Provides information regarding the City's zoning ordinance and subdivision regulations
- Provides information regarding planning, land use and zoning issues
- Prepares and maintains existing land use maps
- Worked with planning consultant to prepare new city Master Plan
- Coordinates with GIS Department to create digital maps
- Prepares and maintains official zoning district map
- Coordinates and maintains local area plans (DDA, Circle Area, Mall Area) and corridor studies
- Serves as liaison to groups such as the Project for Public Spaces (PPS), the Midland Board of Realtors and Midland Area Chamber of Commerce

### Building Inspection & Code Enforcement

- Conducts commercial, industrial and residential building plan review
- Conducts building, plumbing, mechanical and electrical inspections
- Conducts rental inspections; rental units are inspected every two years
- Serves as liaison to the Midland Area Home Builders Association
- Issues soil erosion and sedimentation control, sign, fence and other zoning compliance permits
- Maintains and updates all permit and inspection-related records
- Enforces ordinances that address trash, litter, debris, junk vehicles, home occupations, signs, nuisances and other property maintenances issues
- Provides information regarding codes and ordinance requirements to builders, designers and the public

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Planning	\$ 496,457	\$ 510,129	\$ 504,061	\$ 503,442	\$ 494,607	-1.8%
Building	603,632	649,684	704,838	670,019	694,813	3.7%
<b>Total Department</b>	<b>\$ 1,100,089</b>	<b>\$ 1,159,813</b>	<b>\$ 1,208,899</b>	<b>\$ 1,173,461</b>	<b>\$ 1,189,420</b>	<b>1.4%</b>
Personal Services	\$ 972,393	\$ 1,053,590	\$ 993,848	\$ 988,686	\$ 1,028,521	4.0%
Supplies	21,940	16,774	19,085	17,521	19,335	10.4%
Other Services/Charges	105,756	89,449	195,966	167,254	141,564	-15.4%
<b>Total Department</b>	<b>\$ 1,100,089</b>	<b>\$ 1,159,813</b>	<b>\$ 1,208,899</b>	<b>\$ 1,173,461</b>	<b>\$ 1,189,420</b>	<b>1.4%</b>

### Personnel Summary

Full-Time	13	13	10	10	10
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>14</b>	<b>14</b>	<b>11</b>	<b>11</b>	<b>11</b>

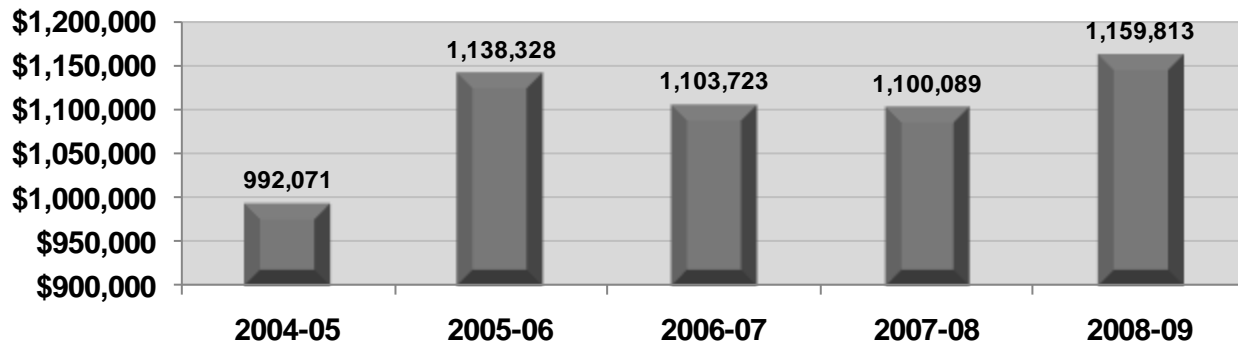
Planning & Building Department staffing has been reduced from 14 full-time positions in 2006-2007 to 10 full-time positions budgeted for 2010-2011. This has had a positive effect on the overall reduction of expenses in the Planning & Building Department to the City annually over the past five fiscal years.

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

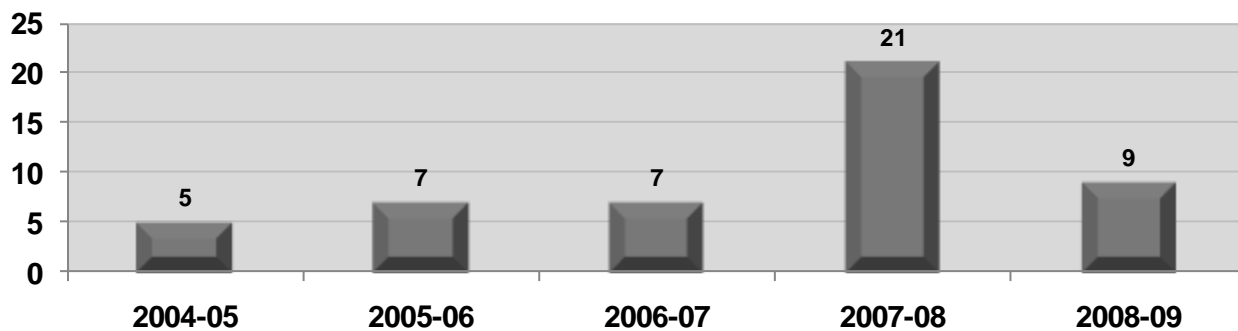
The vacant Deputy Director position was permanently eliminated during the 2009-10 fiscal year and will be filled indefinitely by contracted professional planning services provided by a private planning consultant.

### 5-Year Operating Budget History



## Key Departmental Trends - Planning

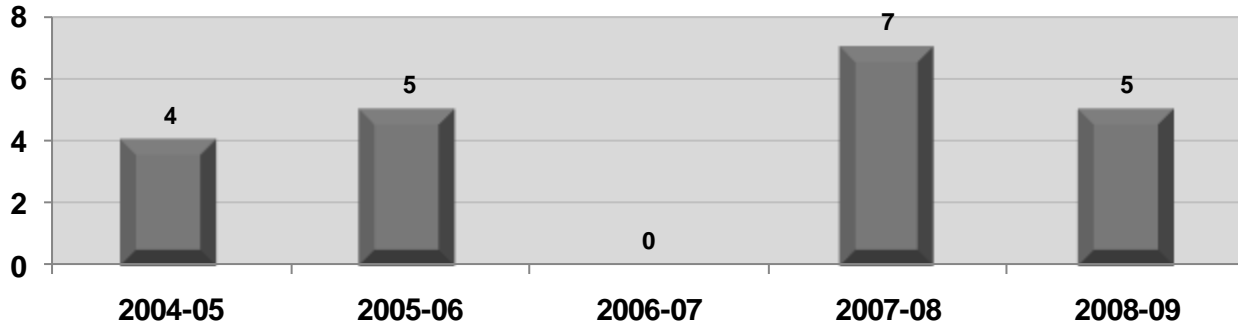
### Site Plan Review Petitions



The Planning Department handled significantly fewer site plan review petitions in 2008-09 than received in 2007-08 but more in line with the previous three fiscal years from 2004-05 to 2006-07.

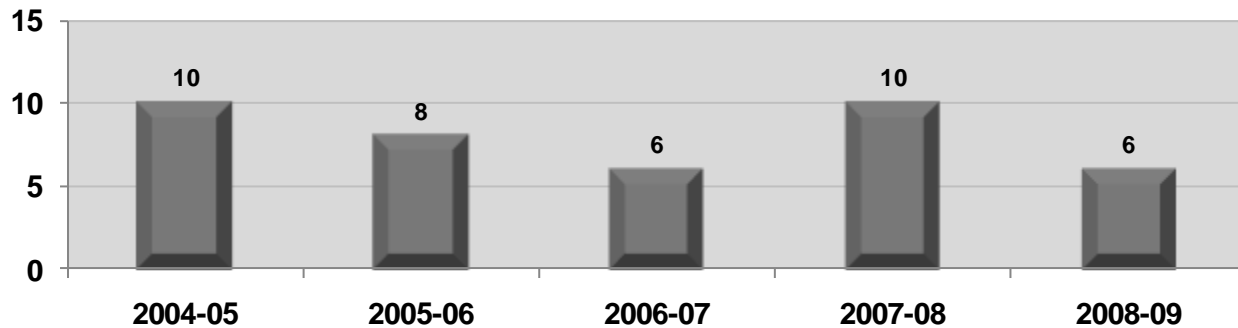
## Key Departmental Trends – Planning (cont.)

### Conditional Land Use Permits



The Planning Department handled two (2) fewer Conditional Land Use petitions in 2008-09 than in 2007-08. However, the five (5) petitions received are more consistent with the long term trend of the total five year period.

### Rezoning Petitions

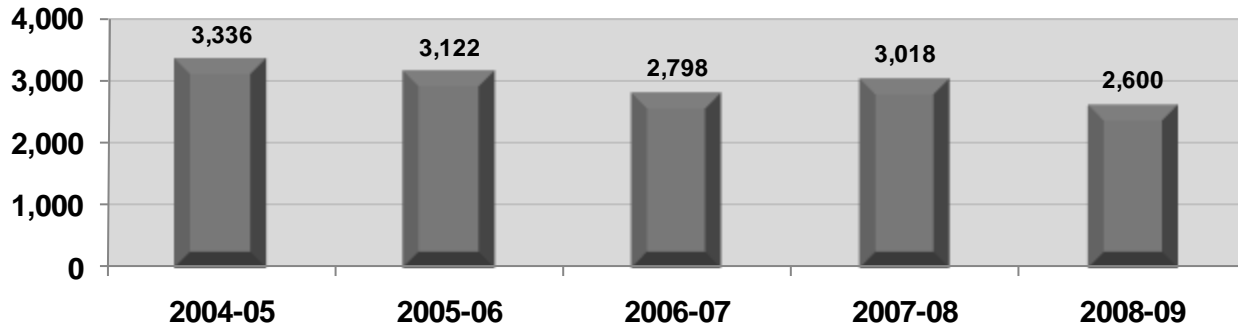


Rezoning petitions, also an indicator for commercial development, were lower in 2008-09 than in previous years.



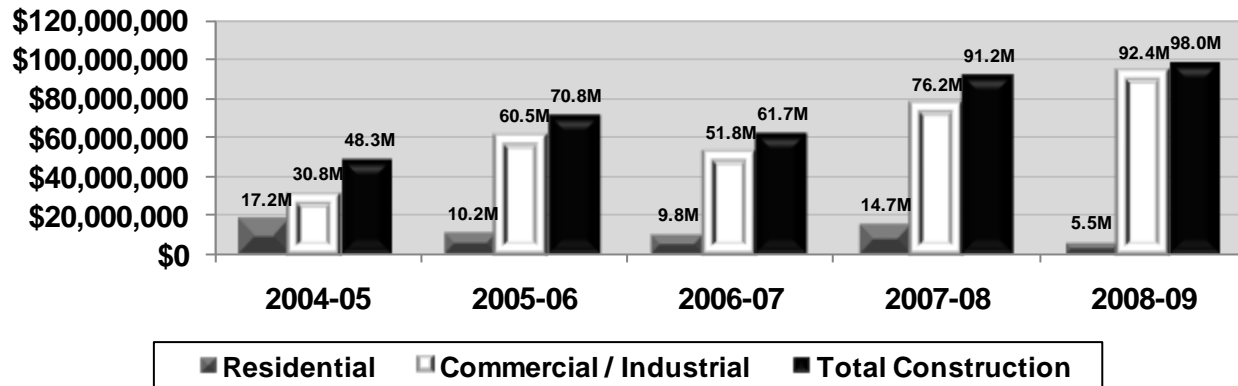
## Key Departmental Trends - Building

### Building Permits Issued Annually



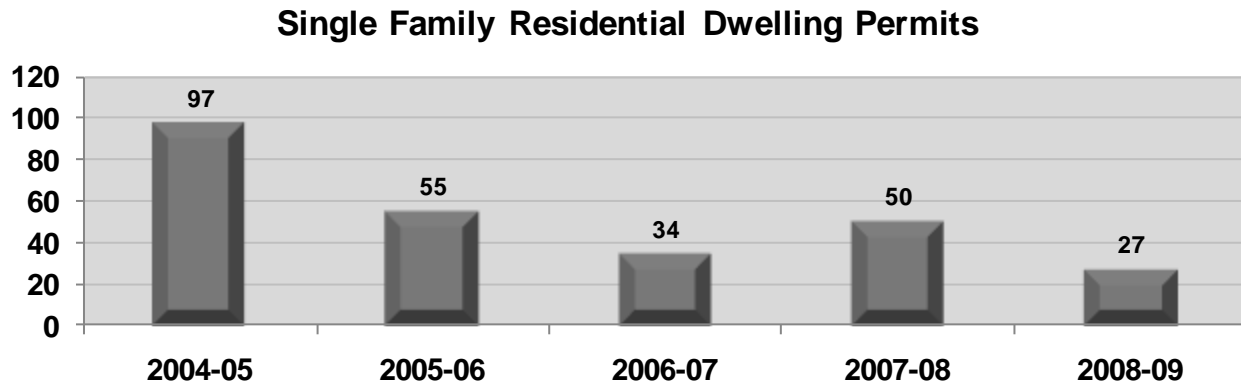
2008-09 fiscal year saw a continued downward trend in the number of inspections conducted by Building Department staff. This is very much a direct reflection of the nature of the local, state and national economic conditions and the fewer overall number of projects in which to review and inspect.

### Value of Annual Construction by Type



Ongoing, large scale projects continue to be reflected in the value of permits issued by the City of Midland. These included the expansion of the MidMichigan Medical Center, the new Midland Country Club clubhouse and banquet center, the new Holiday Inn and new projects undertaken within the Dow Chemical Company fence line. While the number of inspections and projects were down overall, the value of the work under permit was greater.

### Key Departmental Trends – Building (cont.)



After a two-year decline in the number of single family residential dwelling permits issued by the City of Midland, 2007-2008 saw a slight increase in the number of new homes being built in the city. However, due to current economic, housing and lending influences, new home permits decreased to its lowest level (27 in 2008-2009) in over ten years and is expected to remain low in the 2009-2010 and 2010-2011 fiscal years.

## Performance Objectives - Planning

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Site Plan Review Petitions	21	9	-57.1%
Conditional Use Requests	7	5	-28.6%
Subdivision Reviews	0	1	N/A
Rezoning Petitions	9	6	-33.3%
Conditional Rezoning Petitions	1	0	-100.0%
Zoning Ordinance Text Amendment Petitions	2	1	-50.0%
Planned Unit Development Petitions	0	0	N/A
Street Vacation Petitions	1	0	-100.0%

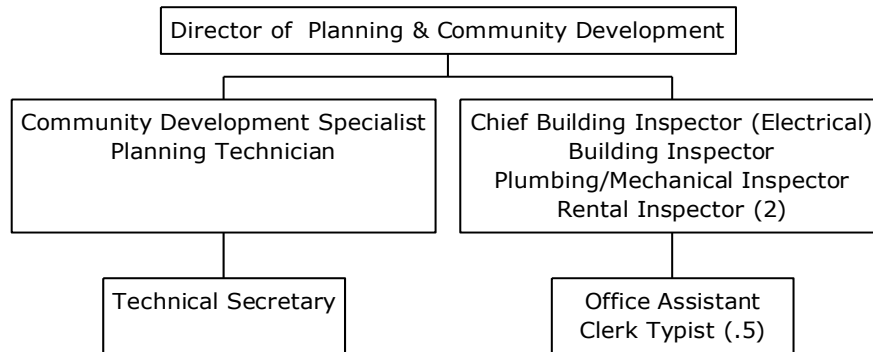
## Performance Objectives - Building

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Number of Building Permits Issued	3,018	2,600	-13.9%
Number of Sign Permits	116	90	-22.4%
Value of Construction			
– Commercial/Industrial	\$76,208,198	\$92,444,789	21.3%
Value of Construction			
– Residential	\$14,748,248	\$5,532,296	-62.5%
Total Value of Construction	\$91,218,156	\$97,977,085	7.4%
Number of Single Family Dwelling Permits	50	27	-46.0%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Number of Total Inspections	6,225	4,989	-19.9%
Number of Plumbing/Mechanical Inspections	1,765	1,476	-16.4%
Number of Electrical Inspections	1,691	897	-47.0%
Number of Building Inspections	2,769	2,616	-5.5%
Number of Rental Inspections	3,340	3,336	-0.1%
Number of Code Enforcement Inspections	368	395	7.3%

Most of the Planning & Building Department's measurable performance indicators indicate significant declines in activity from the prior fiscal year due to a marked reduction in construction and development as a result of the local, state and national economy.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Director of Planning & Community Dvlp	1	1	1
Deputy Director of Planning & Comm Dvlp	1	0	0
Community Development Specialist	1	1	1
Planning Technician	1	1	1
Technical Secretary	1	1	1
Chief Inspector / Electrical Inspector	1	1	1
Plumbing and Mechanical Inspector	1	1	1
Building Inspector	2	1	1
Rental & Code Enforcement Inspector	2	2	2
Office Assistant	2	1	1
<b>Total Full-Time</b>	<b>13</b>	<b>10</b>	<b>10</b>
<u>Regular Part-Time</u>			
Clerk-Typist	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>14</b>	<b>11</b>	<b>11</b>

Planning Department staffing is currently being supplemented with a contracted planning consultant providing approximately ten (10) hours per week of professional services. The Deputy Director of Planning & Community Development position was permanently eliminated from the 2009-2010 budget as was an Office Assistant position. One Building Inspector position was also permanently eliminated from the budget in the 2009-2010 fiscal year.



**Chief of Police ..... Gerald Ladwig**



## **Service Statement**

Our Staff has developed a strategic plan encompassing our Core Purpose, Core Values and Department Vision.

### **CORE PURPOSE**

- To Serve and Protect

### **CORE VALUES**

- Integrity:

The members of the Midland Police Department have the uncompromising courage to do what is right. There is a commitment to elevated standards of trust, responsibility and discipline. It includes earning the trust of community by service, fairness and impartiality. Integrity begins with department members treating each other with respect, dignity, and courtesy regardless of position or assignment. That treatment is reflected in our service to the community.

- Professionalism:

The Midland Police Department is proud of our profession and is dedicated to high standards of training, education and effectiveness. We take pride in what we do, who we are, and what we represent to our community. We build professionalism by creating an empowering environment, one that encourages teamwork. Each officer has a strong sense of personal responsibility, commitment to leadership and honor in the way our profession is lived. We will make it our personal responsibility to make sure we serve the people with pride and integrity.

- Service to Community:

We are committed to responding to the needs and requests of our community with compassion and sincerity. We value the opportunity to provide service in a manner, which is fair, courteous, responsive and efficient. An attitude of respect for the protection of the worth, dignity, and the rights of all we serve is the foundation of our department.

### **VISION:**

- A committed and respected TEAM of professionals recognized as the most highly trained, proactive, community-oriented law enforcement agency in Michigan.

## Functions

### **Administration**

- Prepares and administers the department budget
- Coordinates and administers grants
- Directs the planning, organization, coordination and review of department operations
- Establishes, evaluates and reports on department goals
- Conducts internal and pre-employment investigations
- Develops, implements and evaluates department policies and procedures
- Works with the city manager and department heads on City plans and projects
- Liaison with law enforcement and community groups
- Manages Emergency Operations and Homeland Security functions
- Disseminates media information

### **Investigations Unit**

- Investigates reported crimes and suspected criminal activity
- Conducts undercover investigations and criminal surveillances
- Gathers, collates and disseminates information regarding criminal activity
- Administers criminal and narcotics forfeiture actions
- Provides specialized arson investigation
- Liaison with other law enforcement agencies
- Conducts investigations relative to child welfare
- Liaison with local, state and federal prosecutors and courts
- Stores, secures and disposes of all property
- Partners with local Child Protection Council
- Liaison with the Michigan State Police Computer Crimes Task Force

### **Patrol Division**

- Establishes working relationships with people in the community to facilitate quality policing and problem solving
- Operates motor, foot and bicycle patrol by uniformed officers for the general maintenance of law and order
- Provides immediate response to emergency situations and provides specialized law enforcement response to tactical situations
- Conducts preliminary investigation of crimes, enforcement of local ordinances, state law and any other law applicable within the city
- Traffic enforcement, investigation of traffic crashes, traffic education programs, respond to complaints of neighborhood traffic problems and coordination of school crossing guards
- Manages impounded vehicles

### **Support Services**

- Develops, schedules and presents department training
- Maintains records and processes FOIA, permit and license requests
- Coordinates and maintains management information systems, conducts research/planning
- Implements crime prevention programs
- Provides D.A.R.E. classroom instruction to 5th grade students
- School Resource officers based out of the high schools, who provide a variety of enforcement and education functions at all Midland Public Schools



## Department at a Glance

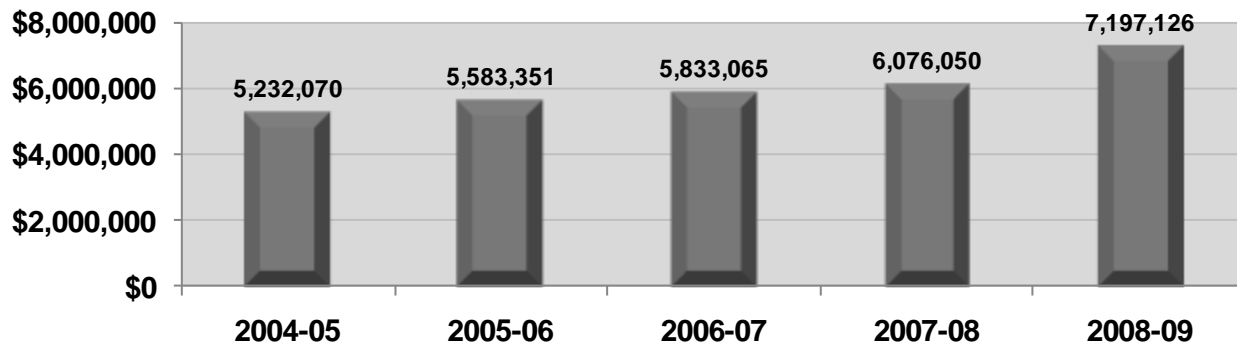
Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Administration	\$ 1,158,418	\$ 1,158,673	\$ 1,307,039	\$ 1,285,470	\$ 1,357,282	5.6%
General Services	99,564	115,761	170,782	120,087	103,950	-13.4%
Detective Bureau	520,320	617,780	668,869	514,352	535,036	4.0%
Patrol Bureau	4,214,947	5,224,870	5,478,598	5,408,384	5,706,634	5.5%
School Crossing Guard	82,801	80,042	86,550	82,300	82,100	-0.2%
<b>Total Department</b>	<b>\$ 6,076,050</b>	<b>\$ 7,197,126</b>	<b>\$ 7,711,838</b>	<b>\$ 7,410,593</b>	<b>\$ 7,785,002</b>	<b>5.1%</b>
Personal Services	\$ 4,991,143	\$ 6,150,125	\$ 6,548,171	\$ 6,247,421	\$ 6,618,128	5.9%
Supplies	192,024	150,047	217,377	207,452	198,850	-4.1%
Other Services/Charges	888,075	888,494	946,290	955,720	968,024	1.3%
Capital Outlay	4,808	8,460	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 6,076,050</b>	<b>\$ 7,197,126</b>	<b>\$ 7,711,838</b>	<b>\$ 7,410,593</b>	<b>\$ 7,785,002</b>	<b>5.1%</b>

### Personnel Summary

Full-Time	51	51	51	51	50
Regular Part-Time	16	16	16	16	16
<b>Total Department</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>66</b>

## Summary of Budget Changes

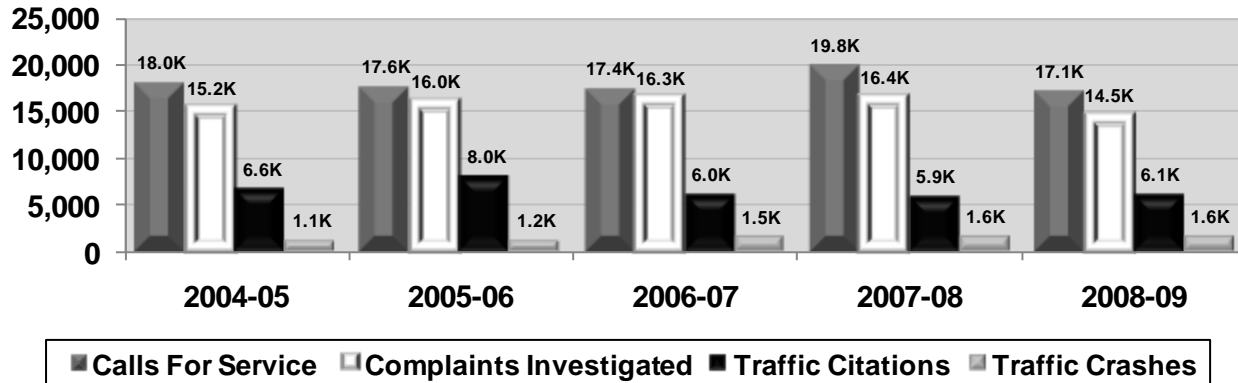
### 5-Year Operating Budget History



During the 2008-2009 retiree health contributions, were moved from the general fund to the ledger of each individual department. This accounting change reflects an increase to the police department budget of \$1,075,083.

**Key Departmental Trends**

**Complaint Activity**



We have begun marking the key trends with four indicators. The newest indicator is the call for service, which encompasses every citizen request to speak to an officer which is logged in the computer aided dispatch system; however, not all of these contacts require a police investigation. During this budget year we implemented a new records management system. Prior to the change in the records management system we began assigning our in house complaint numbers only to contacts requiring computer documentation and investigation. As a result, the complaints investigated bar is lower than previous years, but the calls for service remain relatively constant with exception of the previous year, where a large spike was noted. This use of our records management system has resulted in a more efficient system and has allowed more efficient allocation of our resources.

## Performance Objectives

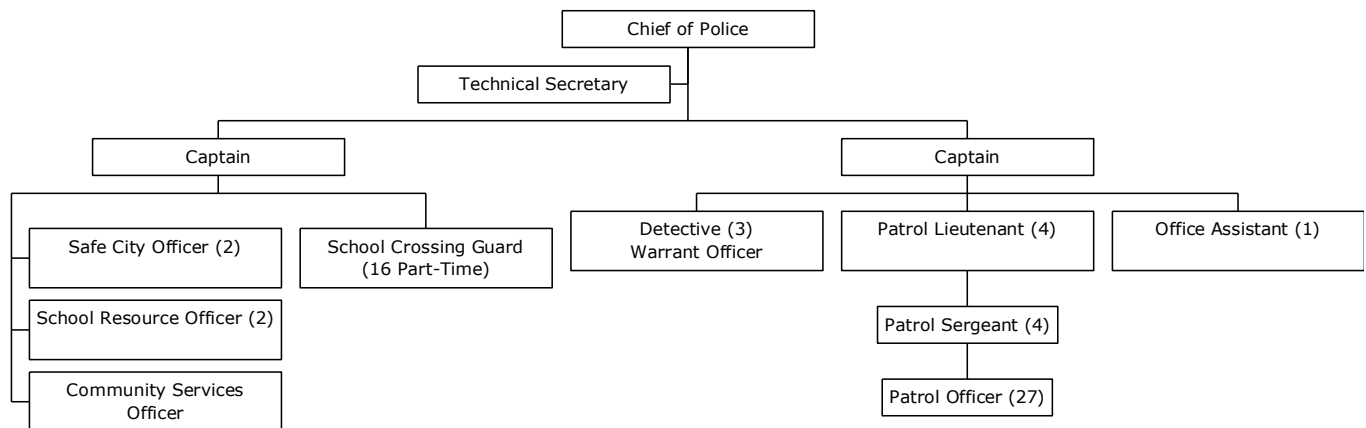
Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Murder	0	0	N/A
Negligent Manslaughter	0	0	N/A
Kidnapping	0	1	N/A
Kidnapping (Parental)	0	0	N/A
Sexual Assault	47	35	-25.5%
Robbery	25	7	-72.0%
Non-aggravated Assault	97	103	6.2%
Aggravated Assault	41	35	-14.6%
Intimidation/Stalking	16	14	-12.5%
Arson	4	4	0.0%
Burglary – Forced Entry	99	72	-27.3%
Burglary – Non-forced Entry	23	24	4.3%
Unlawful Entry (no intent)	7	12	71.4%
Larceny	617	519	-15.9%
Retail Fraud	173	157	-9.2%
Stolen Vehicle	20	19	-5.0%
Forgery / Counterfeiting	29	13	-55.2%
Fraud (excluding checks)	122	96	-21.3%
Check Offenses	36	11	-69.4%
Embezzlement	27	18	-33.3%
Damage to Property	258	266	3.1%
Narcotics Violations	111	92	-17.1%
Family - Abuse & Neglect	8	13	62.5%
Driving Under Influence	129	111	-14.0%
Minor in Possession of Alcohol	95	76	-20.0%
Liquor License Establishment	4	2	-50.0%
Liquor Law Violations – Other	5	12	140.0%
Weapons Offense	16	11	-31.3%
Disorderly Conduct / Public Peace	82	91	11.0%
Domestic Assaults	145	127	-12.4%
Domestic Dispute - No assault	124	138	11.3%
Loud Party	185	183	-1.1%
<b>Total</b>	<b>2,545</b>	<b>2,262</b>	<b>-11.1%</b>

Our reportable crimes overall saw a decrease of almost three hundred cases. We noted decreases in robberies, larcenies, weapons offenses and burglaries to name a few. We saw increases in areas such as domestic disputes, disorderly conduct, and destruction of property.

## Performance Objectives (cont.)

The reduction in reports for check offenses was due to a new procedure developed through the Prosecutor's Office. Our department is continuing to move forward with our crime prevention program which we anticipate will result in a further reduction of reportable crimes.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Chief of Police	1	1	1
Deputy Chief of Police	1	0	0
Captain	0	2	2
Administrative Lieutenant	1	0	0
Detective Lieutenant	1	0	0
Patrol Lieutenant	4	4	4
Patrol Sergeant	4	4	4
Detective	3	4	3
Warrant Officer	1	1	1
Community Services Officer	1	1	1
Patrol Officer	31	31	32
Technical Secretary	1	1	1
Office Assistant	2	2	1
<b>Total Full-Time</b>	<b>51</b>	<b>51</b>	<b>50</b>
<u>Regular Part-Time</u>			
School Crossing Guard	16	16	16
<b>Total Regular Part-Time</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>Department Total</b>	<b>67</b>	<b>67</b>	<b>66</b>

2009 has been an exciting year for the Midland Police Department. Our initial restructuring has been successful and achieved some of the results we anticipated. Two school resource officers began working with the Midland Public Schools in August of 2009. These officers are building relationships with our local youth and they are also providing a valuable community policing resource to our school neighborhoods. We have also begun the Safe City Project in 2010 with our Special Operations Team. This unit has seen some early success in combating our local drug issues. We continue to analyze the programming we provide and also our service delivery to the community.

Following is an outline of the structure of the department into two categories: operations and logistics.

## **OPERATIONS:**

### *Captain:*

This position has been given the mandate of increasing the efficiency, training and overall cooperation of the units within the Operations Division.

The Patrol Division by virtue of its size and scope is the frontline in protecting the lives and property of Midland's residents and handles over 15,000 complaints for service a year. The men and women of this division are responsible for implementing the bulk of our policing strategy and are the staff most visible to the community.

The Operations Division includes the following units and responsibilities: patrol, traffic safety, parking enforcement, field training officers, firearms and training, car seat specialists, and crash investigation and reconstruction - these are some of the duties within Operations.

The Investigations Unit also falls under the control of Operations. The purpose of the Investigations Unit is to provide comprehensive investigations of felony crimes; to organize major

case investigations with the Prosecutor's Office, City Attorney, State and Federal agencies; to coordinate activities with the court system through the use of our warrant officer, to coordinate narcotics investigations with BAYANET; to accept, log, store and recycle police property in our evidence room. The Investigations Unit also assists in the annual City of Midland auction held each May. The unit also assisted in the creation of the Child Assessment Center.

The Records Unit - under Operations - has the responsibility to provide police records to the community, law enforcement personnel, the Prosecuting Attorney's Office, City Attorney and other providers of legal services in order to increase efficiency and provide good customer service. It also collects vital crime data to provide the general public and the various components of the criminal justice system, by archiving reports, and gathering crime statistics, traffic citation information, processing requests for permits, and other materials. These tasks are accomplished through communication such as the telephone, computer, fax, written and spoken media, and the physical delivery of the needed material.

### **LOGISTICS:**

#### *Captain:*

This position has been given the mandate of acquiring new technology for the department and implementing our strategic plan through standardized procedures.

The basic function of Logistics is to provide essential resources to police operations. This is accomplished through the deployment and acquisition of personnel and equipment. By structuring the department in this manner, police can effectively respond to emergency and disaster incidents.

This division is comprised of: Community Policing, School Liaison/D.A.R.E., Community Relations, S.W.A.T., Safe City Project, and crossing guards. It also provides services such as LCC investigations and review of permits for special events and parties.

The Logistics Division acquires and purchases all police equipment and technology, and administers the department's forfeiture accounts.

#### **Financial and Technical Support:**

This division provides budgetary, financial, technical, and analytical support services to police personnel in order to reduce the crime rate, increase case clearance rates, and increase staff efficiency. This is accomplished by providing timely, accurate, relevant, and accessible data, services, and analysis by:

Providing support for the mobile computers in our fleet, and the in-car DVR cameras; maintaining and keeping current our department Internet website; providing support for software applications, law enforcement software and connectivity; researching, analyzing, and compiling data to improve police response to fluctuations in crime, increase case clearance rates and support efficient deployment of police resources; providing administrative and strategic analysis related to long-term problems such as alcohol and drug impact, community defined crime concerns, juvenile recidivism, and neighborhood disorder issues.



Public Services Director .....	Karen Murphy
Assistant Director of Public Services .....	Jan Yuergens
Budget Analyst .....	Martha Rex





### Service Statement

The department's scope of services include: refuse collection, seasonal yard waste collection, curbside recycling service, monthly heavy item and brush collection, bulk leaf collection in the fall, overnight dumpster service on a reservation basis, curbside appliance collection, curbside Christmas tree collection in January, repair and maintenance of existing city sidewalks, on-site customer service including sale of refuse and yard waste bins, sale of Dial-A-Ride tickets, distribution of curbside recycling bins, and distribution of information relating to services offered.

### Functions

#### **Administrative Services**

- Prepares & administers department budget
- Prepares specifications for bid process for departmental purchases and makes recommendations to City Council
- Coordinates and evaluates staff activities for Public Services, Dial-A-Ride, Parks & Recreation, Equipment Maintenance and Street Maintenance functions
- Develops & maintains policies & programs
- Provides in-person and phone support to residents regarding City services
- Processes purchase orders and invoices for payment
- Coordinates employee payroll in conjunction with union contracts
- Sells refuse and yard waste bins to residents for use with the City's semi-automated collection system
- Provides yard waste bag stickers to local retailers for sale to residents
- Produces a bi-annual magnet with the curbside recycling schedule that is mailed to all city residents
- Develops programs and produces educational information for refuse, recycling, heavy item and leaf collection, plus Borrow-A-Container and snow removal operations
- Provides curbside recycling bins to residents for use in the recycling program
- Maintains an inventory of materials for street maintenance activities
- Sells Dial-A-Ride tickets to walk-in customers and local agencies
- Performs weekly seasonal collection of yard waste using both manual and semi-automated collection methods
- Collects heavy items and brush once a month for all residents within the city limits
- Manages an efficient bi-weekly curbside recycling program using a contracted collection service
- Works in conjunction with the Midland Volunteers for Recycling Center to deliver curbside recycling bins to residents
- Furnishes year-around service for monthly pick up of heavy items and brush
- Offers a Borrow-A-Container program where residents can request overnight use of a dumpster for disposal of brush or refuse
- Coordinates delivery and pick up of ten dumpsters per day through the Borrow-A-Container program
- Provides for collection of large appliances curbside on a call-in basis
- Implements economical curbside fall leaf collection
- Provides special collection of Christmas trees curbside in early January
- Empties dumpsters at 15 City facilities and parks on a daily or weekly basis

#### **Sidewalk Maintenance**

- Coordinates repair and replacement of existing sidewalks to maintain public safety
- Completes minor sidewalk repair and replacement using a crew of City employees
- Manages an annual sidewalk replacement program for more extensive sections of sidewalk using a hired contractor

#### **Curbside Collection Services**

- Provides efficient, reliable, weekly refuse collection using both manual and semi-automated collection methods

## Department at a Glance

<b>Funding Level Summary</b>		<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Administration	\$	409,644	\$ 279,026	\$ 269,062	\$ 281,464	\$ 282,924	0.5%
Public Works Activities		818,068	1,215,316	1,394,462	1,205,839	1,125,927	-6.6%
Sidewalks		436,979	405,914	390,140	387,038	349,740	-9.6%
Residential Refuse Collect		966,795	1,053,593	1,040,843	1,058,516	1,098,257	3.8%
Heavy Refuse Collection		882,127	949,728	1,006,009	995,581	1,016,795	2.1%
Curbside Recycling		268,841	264,570	305,928	306,392	305,626	-0.3%
Fall Leaf Pick Up		220,775	232,789	227,026	232,000	237,700	2.5%
<b>Total Department</b>	<b>\$</b>	<b>4,003,229</b>	<b>\$ 4,400,936</b>	<b>\$ 4,633,470</b>	<b>\$ 4,466,830</b>	<b>\$ 4,416,969</b>	<b>-1.1%</b>
Personal Services	\$	1,729,495	\$ 2,064,009	\$ 2,022,552	\$ 1,862,045	\$ 1,953,524	4.9%
Supplies		449,207	347,502	455,322	334,630	382,363	14.3%
Other Services/Charges		1,794,125	1,975,169	2,145,596	2,260,155	2,075,082	-8.2%
Capital Outlay		30,402	14,256	10,000	10,000	6,000	-40.0%
<b>Total Department</b>	<b>\$</b>	<b>4,003,229</b>	<b>\$ 4,400,936</b>	<b>\$ 4,633,470</b>	<b>\$ 4,466,830</b>	<b>\$ 4,416,969</b>	<b>-1.1%</b>

### Personnel Summary

Full-Time	42	42	39	39	38
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>43</b>	<b>43</b>	<b>40</b>	<b>40</b>	<b>39</b>

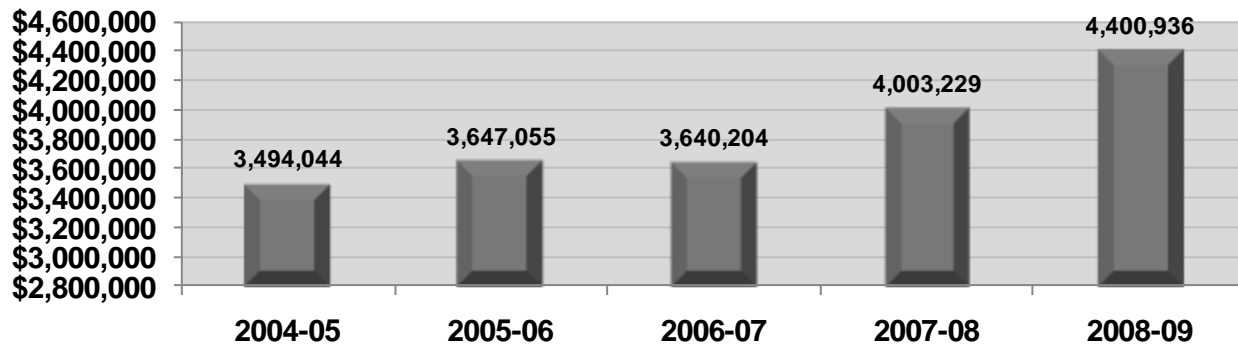
## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

Staffing levels for 2010-11 have been reduced by one full-time position vacated through retirement. With a smaller crew, staff will concentrate on efficiencies out in the field in order to continue to provide a high level of service to citizens.

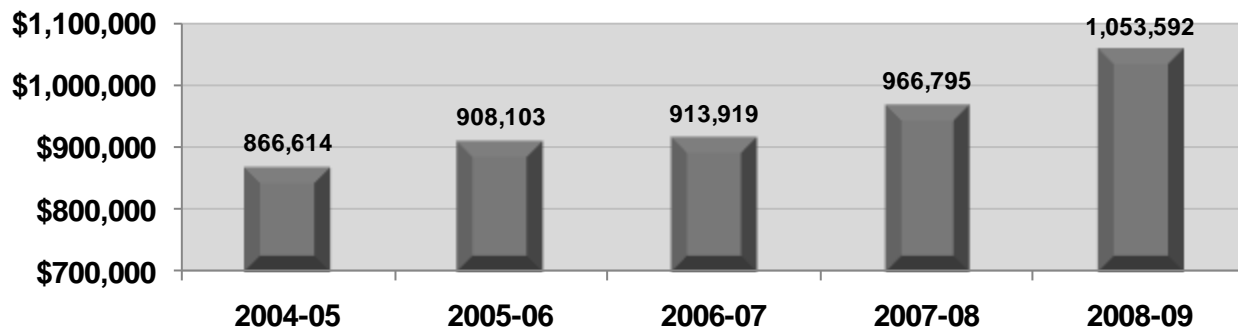
In response to public input from last year's budget roundtable process, the sidewalk maintenance budget has been reduced to help control expenses. Eight vehicles and pieces of equipment are being eliminated from the public works fleet to reduce expenses as well.

### 5-Year Operating Budget History



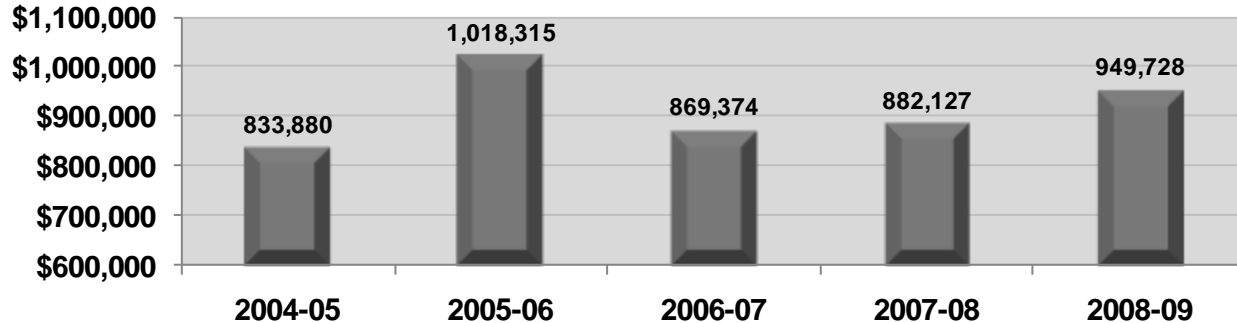
## Key Departmental Trends

### Residential Refuse Collection - Annual Cost



## Key Departmental Trends (cont.)

### Heavy Refuse Collection - Annual Cost

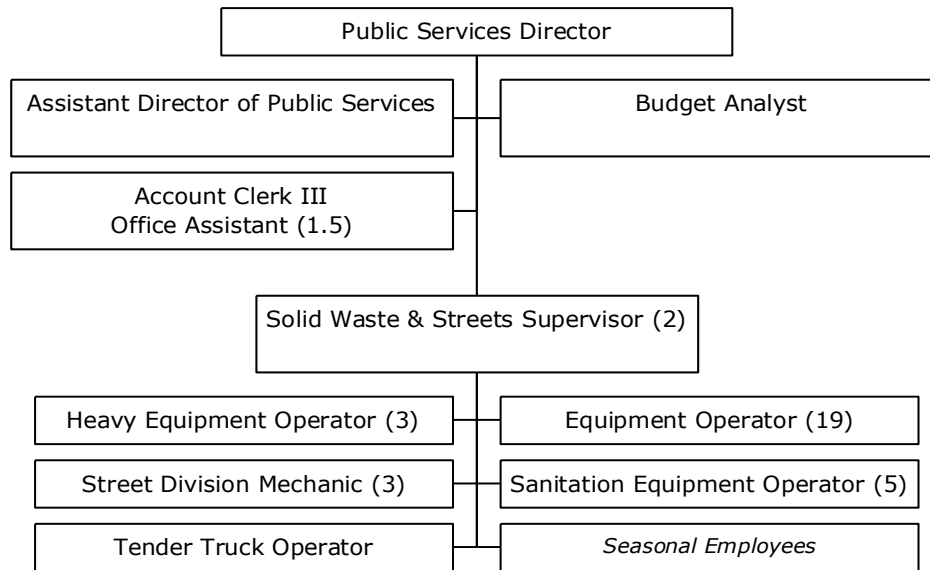


An ice storm in February 2006 caused a great deal of tree damage, increasing the demand for brush collection in fiscal year 2005-06 and resulting in a significant increase in expense for that activity.

## Performance Objectives

Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Refuse & yard waste collected (in cubic yards)	54,330	54,956	1.2%
Heavy item & brush collected (in cubic yards)	63,729	61,456	-3.6%
Leaves collected (in cubic yards)	63,744	66,096	3.7%
Performance Indicators (EFFICIENCY)	2007-08 Actual	2008-09 Actual	% Change
Refuse & yard waste - annual cost per stop	\$70.16	\$76.46	9.0%
Heavy item & brush - annual cost per stop	\$64.02	\$68.92	7.7%
Leaf collection - annual cost per stop	\$16.02	\$16.89	5.4%
Percent of refuse composted	22.8%	23.4%	2.6%

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Public Services Director	1	1	1
Assistant Director of Public Services	1	1	1
Budget Analyst	1	1	1
Account Clerk III	1	1	1
Office Assistant	1	1	1
Solid Waste and Streets Supervisor	2	2	2
General Supervisor - Streets and Solid Waste	1	0	0
Sanitation Equipment Operator	5	5	5
Equipment Operator	21	20	19
Tender Truck Operator	1	1	1
Heavy Equipment Operator	3	3	3
Street Division Mechanic	4	3	3
<b>Total Full-Time</b>	<b>42</b>	<b>39</b>	<b>38</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>43</b>	<b>40</b>	<b>39</b>





## **Special Revenue Funds**

*for the Fiscal Year Ending June 30, 2011*

**Community Development Funds**

**Dial-A-Ride Fund**

**Downtown Development Authority Fund**

**Grace A. Dow Library Fund**

**Major and Local Street Funds**

**Midland Community Television Fund**

**Storm Water Management Fund**







**Director of Planning & Community Development.....Keith Baker, AICP**  
**Community Development Specialist ..... Cheri King**



## Service Statements

The overall goal of the City of Midland's community development program is to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities principally for low and moderate income persons. The primary means toward this end is to extend and strengthen partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, in the development and operation of affordable housing.

### **Community Development Block Grant Program**

The City of Midland's participation in the federal government's Community Development Block Grant (CDBG) Program requires the preparation of a five-year Consolidated Plan, which sets forth priorities and objectives for activities benefiting very-low and low-income households. The goal of the housing programs of the City of Midland is to ensure that "all residents of the city of Midland might have safe, affordable housing." In order to work toward this goal, sub-goals were established as follows:

1. To provide low-income families with decent housing at a price that is affordable based on their income
2. Code compliance (through subsidized loans, building inspections and rehabilitation assistance)
3. Neighborhood improvement (through neighborhood watch groups, removal of deteriorated housing, ordinance compliance, and repair or construction of infrastructure)

### **Midland City Housing Commission**

The Housing Commission oversees the development of the budget of the City of Midland Housing Commission Fund in addition to providing oversight for the allocation of Community Development Block Grant (CDBG) funds. The Commission owns properties throughout the city for future development, approves policies for Senior Housing, the CDBG Program, the CHOICE Housing Program, and the Midland Public Schools Building Trades Class/City of Midland Housing Construction Program projects. The goals of the Midland City Housing Commission include:

1. Build two new barrier-free CHOICE houses
2. Acquire one property for future construction
3. Community outreach

Priorities include:

1. Community Outreach on Fair Housing
2. Removal of barriers in housing to make them handicap accessible
3. Additional paired testing for fair housing issues
4. Conduct a lending practices study for lenders and advertising practices in this area

### **Service Statements (cont.)**

#### **Midland City Housing Commission (cont.)**

The Housing Commission has the following powers and responsibilities:

1. To determine in what areas of the city it is necessary to provide proper sanitary housing facilities for families of low income and for the elimination of housing conditions that are detrimental to the public peace, health, safety, morals or welfare
2. To purchase, sell, lease, exchange, transfer, assign and mortgage any property, or to acquire property by gift, to own, hold, clear and improve property, or to engage in or to contract for the design and construction, reconstruction, alteration, improvement, extension or repair of any housing project or part thereof
3. To control and supervise all parks and playgrounds forming a part of such housing development, but may not contract with existing departments of the City for operation or maintenance of either or both
4. To establish and revise rents for any housing project, but shall rent all property for such sums as will make them self-supporting, including all charges for maintenance and operation of those facilities

## Functions

### **Administration**

- Serves as staff liaison to the U.S. Department of Housing and Urban Development
- Prepares and administers Community Development Block Grant budget
- Prepares annual 5-year Consolidated Plan, Annual Action Plans and Consolidated Annual Performance and Evaluation Report (CAPER)
- Serves as staff liaison to the City of Midland Housing Commission
- The Community Development Specialist serves as a member of various local and state-wide professional organizations, as well as a board member for two state-wide organizations

### **Community Development Block Grant Program**

The CDBG grant program is designed to serve low and moderate income residents of the city of Midland. Programs include:

- Single-family residential housing rehabilitation program
- Emergency housing repairs program
- Down payment assistance
- Purchase, rehab and sale of existing housing
- Purchase and demolition of dilapidated housing
- Secondary agency grants to agencies that serve low-income people, persons with mental and physical disabilities, people with literacy needs and agencies that provide support services
- Installation of infrastructure in low/moderate income areas of the community

### **Midland City Housing Commission**

The Housing Commission was formed in 1968 under the State Housing Act of 1933 and acts as an advisory board for program development and monitoring:

- Sets policies for City-owned Senior Housing, the Community Development Block Grant Program, the CHOICE Housing Program and the Midland Public Schools/City of Midland Building Trades projects
- Recommends or denies the purchase and sale of properties throughout the city to be used for housing purposes
- Oversees the Housing Commission Fund, which is used for the construction of new houses

## Department at a Glance - CDBG

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
CDBG	\$ 516,790	\$ 289,974	\$ 367,214	\$ 305,846	\$ 373,320	22.1%
<b>Total Department</b>	<b>\$ 516,790</b>	<b>\$ 289,974</b>	<b>\$ 367,214</b>	<b>\$ 305,846</b>	<b>\$ 373,320</b>	<b>22.1%</b>
Administration	\$ 41,417	\$ 43,038	\$ 46,600	\$ 46,600	\$ 40,000	-14.2%
Residential Home Rehabs	156,406	147,764	238,897	193,252	179,826	-6.9%
Public Services Project	44,954	33,155	29,994	29,994	42,994	43.3%
Affordable Housing	5,135	-	13,000	-	12,500	0.0%
Removal of Architectural Barriers	-	-	3,000	3,000	3,000	0.0%
Neighborhood Improvements	-	-	-	-	-	0.0%
Land Acquisition and Infrastructure - Housing	-	-	-	-	55,000	0.0%
Reserve for Contingencies	-	-	5,723	3,000	10,000	233.3%
Operating Transfers Out	268,878	66,017	30,000	30,000	30,000	0.0%
<b>Total Department</b>	<b>\$ 516,790</b>	<b>\$ 289,974</b>	<b>\$ 367,214</b>	<b>\$ 305,846</b>	<b>\$ 373,320</b>	<b>22.1%</b>

At the time of publication, the annual Community Development Block Grant (CDBG) allocation from the Department of Housing and Urban Development to the City of Midland was estimated to be equal to or less than that received in fiscal year 2008-2009.

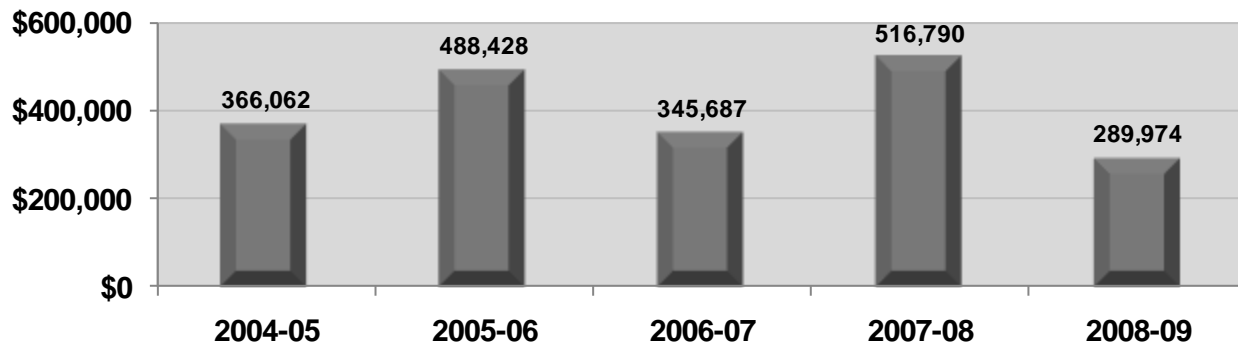
However, as a result of the passage of the federal stimulus plan, the City of Midland is anticipating an additional one-time allocation of \$66,154 through the CDBG program. These funds will be budgeted through an amendment to the CDBG program budget later in the 2009-2010 fiscal year.

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

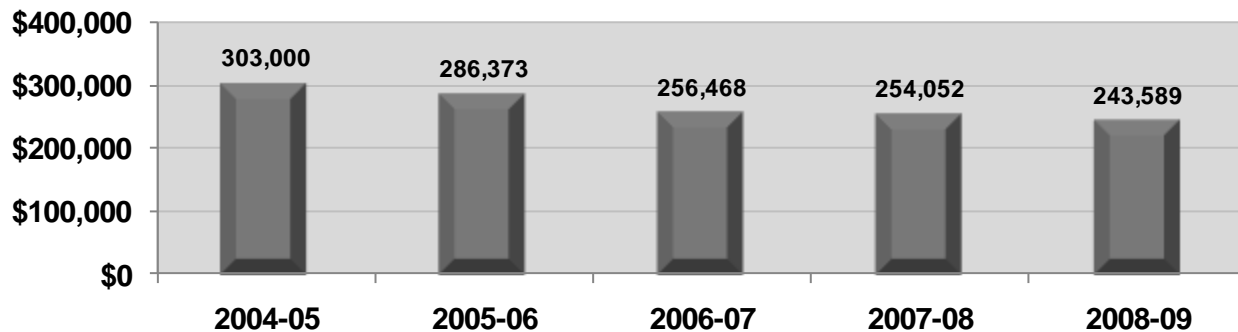
Staffing levels have remained constant in the Community Development Block Grant program budget from fiscal year 2009-2010 to 2010-2011.

### 5-Year Operating Budget History



## Key Departmental Trends

### Annual Federal Appropriations of CDBG Funds to City of Midland



The above chart visually represents the continued decrease in federal appropriations received by the City of Midland from the Community Development Block Grant program during the previous five years.

**FUND 274 - COMMUNITY DEVELOPMENT BLOCK GRANT FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011**

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Revenues Available</b>				
Federal grant	\$ 279,665	\$ 309,743	\$ 310,760	\$ 263,427
Federal grant carryover from prior years	121,341	57,963	160,045	170,994
Program income	49,013	1	6,035	44,000
<b>Total revenues</b>	<b>450,019</b>	<b>367,707</b>	<b>476,840</b>	<b>478,421</b>
<b>Expenditures</b>				
Administration	43,038	46,600	46,600	40,000
Residential home rehabs	147,764	238,897	193,252	179,826
Public services	33,155	29,994	29,994	42,994
Affordable housing	-	13,000	-	12,500
Removal of architectural barriers	-	3,000	3,000	3,000
Land acquisition and infrastructure - housing	-	-	-	55,000
Reserve for contingencies	-	5,723	3,000	10,000
<b>Total expenditures</b>	<b>223,957</b>	<b>337,214</b>	<b>275,846</b>	<b>343,320</b>
Excess of Revenues Over (Under) Expenditures	226,062	30,493	200,994	135,101
<b>Other Financing Uses</b>				
Operating transfer out - Washington Woods Fund	(63,357)	-	-	-
Operating transfer out - Housing Fund	(2,660)	(30,000)	(30,000)	(30,000)
<b>Total other financing uses</b>	<b>(66,017)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>(30,000)</b>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	\$ 160,045	\$ 493	\$ 170,994	\$ 105,101
Federal grant carryover available	\$ 160,045	\$ 493	\$ 170,994	\$ 105,101



FUND 702 - MIDLAND HOUSING FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Investment earnings	\$ 5,819	\$ 6,021	\$ 1,259	\$ 1,260
Proceeds from sale of assets	210,571	125,000	369,682	160,000
Other revenues	37,313	1,000	1,000	1,000
Total revenues	253,703	132,021	371,941	162,260
<b>Expenditures</b>				
Cost of assets sold	223,670	125,000	416,775	160,000
Miscellaneous expenses	30,242	2,000	2,000	2,000
Warranty maintenance	23,660	40,000	40,000	40,000
Total expenditures	277,572	167,000	458,775	202,000
Excess of Revenues Over (Under) Expenditures	(23,869)	(34,979)	(86,834)	(39,740)
<b>Other Financing Sources (Uses)</b>				
Operating transfers out	(1,339)	-	-	-
Operating transfers in	62,383	5,000	30,000	30,000
Total other financing sources (uses)	61,044	5,000	30,000	30,000
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	37,175	(29,979)	(56,834)	(9,740)
<b>Fund Balance - beginning of year</b>	327,220	364,395	364,395	307,561
<b>Fund Balance - end of year</b>	\$ 364,395	\$ 334,416	\$ 307,561	\$ 297,821

FUND 701 - SPECIAL ACTIVITIES FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Revenues</b>				
Grant revenues	\$ 9,967	\$ 5,500	\$ 9,414	\$ 10,000
Contributions and other revenues	35,214	64,500	65,826	61,100
Investment earnings	(23,060)	1,995	347	347
Total revenues	<u>22,121</u>	<u>71,995</u>	<u>75,587</u>	<u>71,447</u>
<b>Expenditures</b>				
Supplies	21,664	30,000	25,000	25,000
Other charges	43,301	53,000	54,906	55,000
Interest expense	292	400	67	70
Total expenditures	<u>65,257</u>	<u>83,400</u>	<u>79,973</u>	<u>80,070</u>
Excess of Revenues Over (Under) Expenditures	(43,136)	(11,405)	(4,386)	(8,623)
<b>Fund Balance - beginning of year</b>	<u>192,274</u>	<u>149,138</u>	<u>149,138</u>	<u>144,752</u>
<b>Fund Balance - end of year</b>	<u>\$ 149,138</u>	<u>\$ 137,733</u>	<u>\$ 144,752</u>	<u>\$ 136,129</u>



Public Services Director .....Karen Murphy  
Assistant Director of Public Services .....Jan Yuergens



## Service Statement

The department's scope of services includes: provide demand response, six-day-a-week, curb-to-curb transportation services within the City limits; coordinate with local agencies to provide transportation for special populations; procure state and federal grant money to support over 50% of operating expenses; and replace buses as needed using state and federal capital grant funds.

## Functions

### Administrative Services

- Administers department budget
- Submits annual request through the Michigan Department of Transportation (MDOT) for state and federal grant money that covers approximately 50% of total operating expenses
- Provides quarterly financial reports to MDOT for reimbursement of operating expenses through state and federal grants
- Applies for capital grants through MDOT for replacement of buses as needed
- Actively participates on local advisory boards to provide excellent service to passengers with disabilities
- Works with regional transportation providers from Bay Metro, Saginaw STARS and County Connection to coordinate transportation services
- Provides one-on-one passenger assistance to new riders
- Presents information on Dial-A-Ride services to Community Mental Health, Senior Centers, Northwood University, Michigan Works, Midland Public Schools, MCESA, and persons with disability groups including the ARC and People First
- Chairs the Regional Interagency Consumer Council

- Coordinates rides for persons with disabilities for Midland Public Schools and Midland County Educational Services Agency
- Collaborates with other agencies through MDOT's Education and Training Team
- Counts tickets and fares collected on a daily basis, and prepares daily deposit from fare boxes
- Analyzes the number of passengers picked up per hour to provide efficient, reliable transportation for passengers
- Manages computer dispatching program

### Passenger Transportation

- Delivers curb-to-curb transportation services within the city of Midland for 147,000 riders annually
- Coordinates same-day, demand response transportation for all passengers
- Provides 20,000 rides annually for passengers needing lift-equipped vehicles
- Overall ridership is 70% seniors and persons with disabilities
- Maintains fleet of 14 transit buses
- Provides daily cleaning of busses for the health and safety of passengers
- Implements and maintains safety programs in conjunction with the City Manager's Quality Safety Award Program to ensure and improve passenger safety

## Department at a Glance

Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Administration	\$ 130,063	\$ 150,477	\$ 169,920	\$ 159,198	\$ 169,552	6.5%
Operations	1,357,650	1,406,817	1,436,677	1,416,778	1,416,034	-0.1%
Dispatching	139,531	173,227	174,081	150,383	207,445	37.9%
Miscellaneous	-	-	10,000	10,000	10,000	0.0%
Non-operating Expenses	480,177	-	258,490	303,490	50,300	-83.4%
<b>Total Department</b>	<b>\$ 2,107,421</b>	<b>\$ 1,730,521</b>	<b>\$ 2,049,168</b>	<b>\$ 2,039,849</b>	<b>\$ 1,853,331</b>	<b>-9.1%</b>
Personal Services	\$ 1,170,423	\$ 1,260,751	\$ 1,227,218	\$ 1,226,235	\$ 1,281,001	4.5%
Supplies	181,931	141,098	182,990	129,998	145,513	11.9%
Other Services/Charges	323,896	328,672	380,470	380,126	376,517	-0.9%
Capital Outlay	431,171	-	258,490	303,490	50,300	-83.4%
<b>Total Department</b>	<b>\$ 2,107,421</b>	<b>\$ 1,730,521</b>	<b>\$ 2,049,168</b>	<b>\$ 2,039,849</b>	<b>\$ 1,853,331</b>	<b>-9.1%</b>

### Personnel Summary

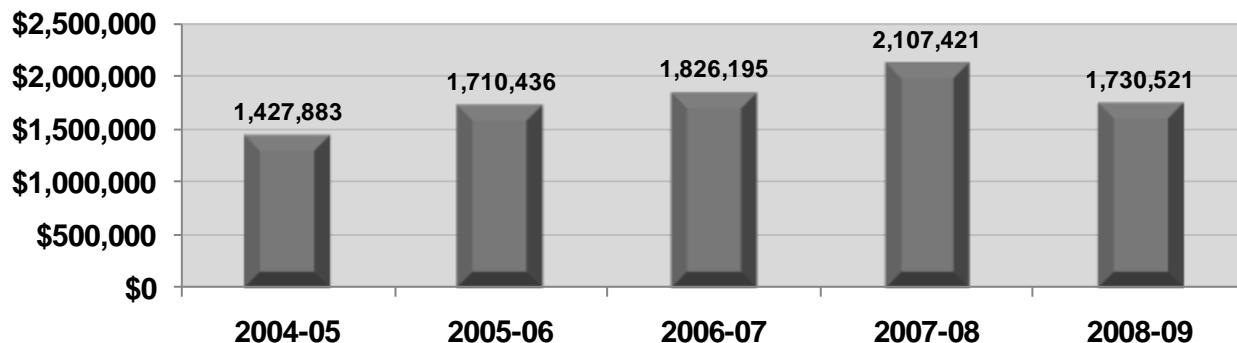
Full-Time	6	6	6	6	6
Regular Part-Time	33	33	32	32	32
<b>Total Department</b>	<b>39</b>	<b>39</b>	<b>38</b>	<b>38</b>	<b>38</b>

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

Dial-A-Ride reduced bus service and phone service hours in 2009-10 that impacted availability of transportation for passengers. As such, no significant changes are planned for 2010-11.

### 5-Year Operating Budget History



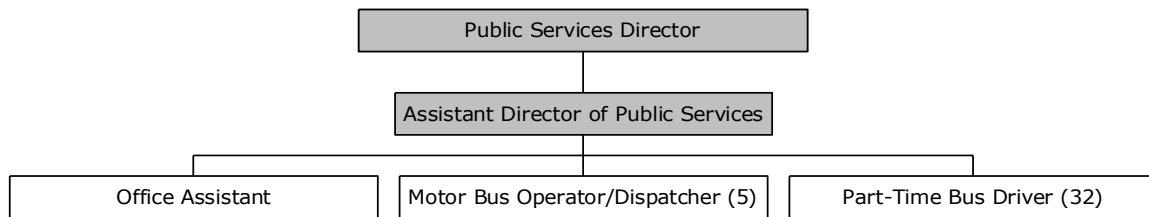
## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Total Passengers	155,116	147,093	-5.2%
Regular passengers	49,655	50,976	2.7%
Persons with disabilities	90,285	74,784	-17.2%
Elderly passengers	14,077	12,221	-13.2%
Elderly with disabilities	1,099	9,112	729.1%
Vehicle Miles Driven	502,327	506,259	0.8%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Cost per passenger	\$10.91	\$11.91	9.2%
Revenue collected per passenger	\$0.95	\$1.05	10.5%

Dial-A-Ride implemented new dispatch software in 2008 that tracks passenger information and ride history. As part of the implementation, each passenger is required to fill out a passenger information form. In order to qualify for the reduced fare rate, a passenger must be over 60 years of age or have a physician document that they have a disability under the Americans with Disabilities Act. The number of passengers paying the full fare has increased significantly now that verification to ride at the reduced rate is required. The new software has also allowed for better tracking of passenger type, which is reflected in the increased number of elderly riders with disabilities that were accounted for in 2008-09.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Motor Bus Operator	5	5	5
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Bus Driver*	32	32	32
Office Assistant	1	0	0
<b>Total Regular Part-Time</b>	<b>33</b>	<b>32</b>	<b>32</b>
<b>Department Total</b>	<b>39</b>	<b>38</b>	<b>38</b>

\*Management has approval to hire up to 36 part-time bus drivers. The number fluctuates throughout the year due to attrition, with an average number of 32 part-time operators on staff at any given time.



**FUND 588 - DIAL-A-RIDE FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
**Fiscal Year Ending June 30, 2011**

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Use and admission fees				
Customer fares	\$ 137,023	\$ 130,000	\$ 124,638	\$ 124,000
Contract revenues	16,731	17,000	11,240	11,000
Federal grants	267,130	455,700	585,633	286,885
State grants	672,831	676,405	698,956	622,881
Sale of assets	21,420	5,000	5,000	-
Investment earnings	(180)	100	72	72
Total revenues	<u>1,114,955</u>	<u>1,284,205</u>	<u>1,425,539</u>	<u>1,044,838</u>
<b>Expenditures</b>				
Administration	150,477	169,920	159,198	169,552
Operations	1,406,817	1,436,677	1,416,778	1,416,034
Dispatching	173,227	174,081	150,383	207,445
Capital outlay	-	258,490	303,490	50,300
Reserve for contingencies	-	10,000	10,000	10,000
Total expenditures	<u>1,730,521</u>	<u>2,049,168</u>	<u>2,039,849</u>	<u>1,853,331</u>
Excess of Revenues Over (Under) Expenditures	<u>(615,566)</u>	<u>(764,963)</u>	<u>(614,310)</u>	<u>(808,493)</u>
<b>Other Financing Sources</b>				
Operating transfer in - General Fund	<u>618,124</u>	<u>764,963</u>	<u>614,310</u>	<u>808,493</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	2,558	-	-	-
<b>Fund Balance - beginning of year</b>	<u>(2,558)</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Fund Balance - end of year</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>





**Downtown Development Authority Executive Director ..... Selina Tisdale**



## **Service Statements**

The mission of the Downtown Development Authority is to foster a dynamic downtown that enables economic growth.

The vision of the Downtown Development Authority is to retain "small city charm, while providing big city choices."

The goal of the DDA is to make Downtown Midland a retail community that also provides a fun, relaxing, family-friendly atmosphere to the community.

- DDA staff strives to assist downtown businesses to thrive while encouraging special events and promotions to bring the community to Main Street for a pleasant experience.
- The DDA works to maintain a safe, clean and attractive downtown with plenty of parking, appropriate seating and trash facilities, and a diverse mix of shopping, service and dining opportunities.
- The DDA works with downtown businesses and community organizations to provide great entertainment in the form of concerts, festivals, retail events, artistic venues, sports / recreational activities and parades.
- The DDA is committed to continued downtown development and recently completed a comprehensive Downtown Redevelopment and Design Study to assist the DDA in that endeavor.
- The DDA partners with many community organizations including the City of Midland, the Midland Downtown Business Association, the Midland Area Chamber of Commerce and the Midland County Convention and Visitors Bureau along with many other community-minded organizations.

## **Functions**

### **Downtown Development Authority**

- Prepares and administers DDA budget
- Prepares and administers MDBA budget
- Administers funds for the DDA Façade Loan Program
- Establishes and maintains good working relationships with downtown businesses, customers, non-profit organizations, sponsors, government departments and other community organizations
- Promotes downtown at various community functions
- Acts as City's representative for downtown issues and events
- Maintains downtown website
- Prepares agendas, minutes and technical support to the DDA Board of Directors, MDBA Board of Directors, City Council and various community committees

## Department at a Glance - DDA

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>		<b>2008-09 Actual</b>		<b>Adjusted 2009-10 Budget</b>		<b>Estimated 2009-10 Budget</b>		<b>Adopted 2010-11 Budget</b>		<b>% of Change</b>
DDA	\$	529,396	\$	618,473	\$	500,490	\$	480,171	\$	406,724	-15.3%
<b>Total Department</b>	<b>\$</b>	<b>529,396</b>	<b>\$</b>	<b>618,473</b>	<b>\$</b>	<b>500,490</b>	<b>\$</b>	<b>480,171</b>	<b>\$</b>	<b>406,724</b>	<b>-15.3%</b>
Personal Services	\$	154,621	\$	227,780	\$	224,121	\$	172,587	\$	152,147	-11.8%
Supplies		3,159		2,898		10,350		10,149		2,800	-72.4%
Other Services/Charges		184,202		342,795		221,019		252,435		206,777	-18.1%
Capital Outlay		36,089		-		-		-		-	0.0%
Operating Transfers Out		151,325		45,000		45,000		45,000		45,000	0.0%
<b>Total Department</b>	<b>\$</b>	<b>529,396</b>	<b>\$</b>	<b>618,473</b>	<b>\$</b>	<b>500,490</b>	<b>\$</b>	<b>480,171</b>	<b>\$</b>	<b>406,724</b>	<b>-15.3%</b>

### Personnel Summary

Full-Time	1	1	1	1	-
Regular Part-Time	1	1	1	1	2
<b>Total Department</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

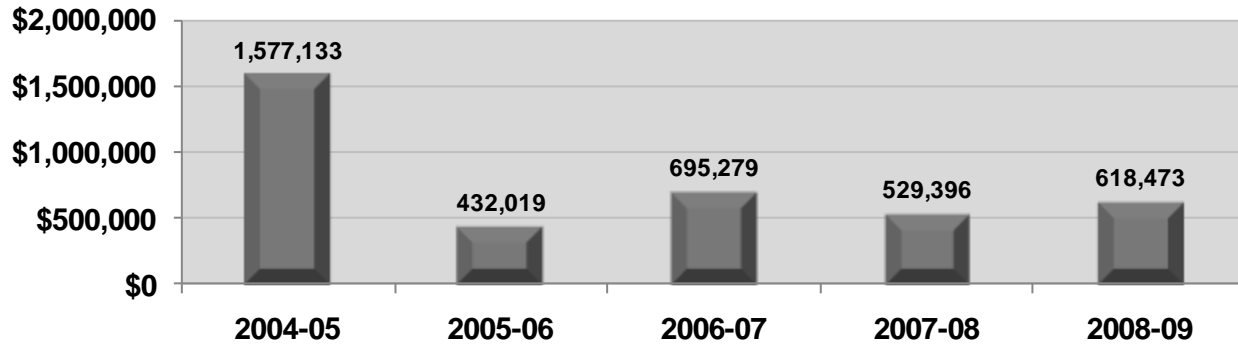
## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

In an effort to save costs and recognize efficiencies, the Downtown Development Authority office was incorporated into the office of City Clerk/Community Relations in late 2009 after the former executive director's resignation. Salary and benefit savings were recognized by consolidating this function into a pre-existing city department along with savings on office rental costs by relocating the DDA offices to Midland City Hall. A part-time administrative assistant was hired to absorb a portion of the workload as the executive director position shifted to less-than-full-time. DDA revenues continue to be challenged with an ongoing tax appeal for which the DDA is setting aside reserve costs in anticipation of payment of the full amount of the appeal.

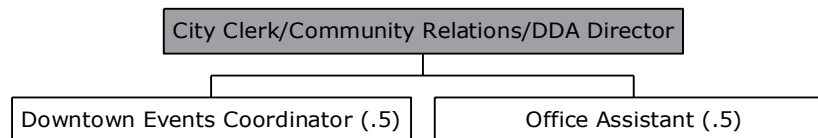
## Summary of Budget Changes (cont.)

### 5-Year Operating Budget History



Annual expenditures by the Downtown Development Authority fluctuates based upon the expenditure of accumulated working capital (fund balance) on larger scale physical improvement projects and planned retail, housing or economic development studies.

## Organizational Chart



Shaded box indicates a reporting structure to a department head that is funded outside of this budget.



## Downtown Development Authority

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Executive Director - DDA	1	1	0
<b>Total Full-Time</b>	<b>1</b>	<b>1</b>	<b>0</b>
<u>Regular Part-Time</u>			
Downtown Events Coordinator	1	1	1
Office Assistant	0	0	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

The Downtown Development Authority Office was incorporated into the office of City Clerk/Community Relations in late 2009 after the executive director's resignation. Salary and benefit savings were recognized by consolidating this function into a pre-existing city department along with savings on office rental costs by relocating the DDA offices to Midland City Hall. A part-time administrative assistant was hired to absorb some of the workload as the executive director position shifted to less-than-full-time.

# Downtown Development Authority

## FUND 297 - DOWNTOWN DEVELOPMENT AUTHORITY FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Revenues</b>				
Property taxes levied	\$ 19,334	\$ 19,350	\$ 19,404	\$ 19,332
Property taxes captured (TIF)	286,670	444,975	444,568	437,205
Investment earnings	12,899	13,000	1,874	1,874
SARA contribution	14,000	14,000	14,000	14,000
Other revenues	9,680	9,500	9,500	9,500
Total revenues	342,583	500,825	489,346	481,911
<b>Expenditures</b>				
Personal services	227,780	224,121	172,587	152,147
Supplies	2,898	10,350	10,149	2,800
Other charges	342,795	212,519	250,435	204,777
Reserve for contingencies	-	8,500	2,000	2,000
Total expenditures	573,473	455,490	435,171	361,724
Excess of Revenues Over (Under) Expenditures	(230,890)	45,335	54,175	120,187
<b>Other Financing Sources (Uses)</b>				
Operating transfer out - Parking Fund	(45,000)	(45,000)	(45,000)	(45,000)
Total other financing sources (uses)	(45,000)	(45,000)	(45,000)	(45,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(275,890)	335	9,175	75,187
<b>Fund Balance - beginning of year</b>	783,941	508,051	508,051	517,226
<b>Fund Balance - end of year</b>	\$ 508,051	\$ 508,386	\$ 517,226	\$ 592,413
Reserved - tax appeal contingency	\$ -	\$ -	\$ 156,232	\$ 285,491
Reserved - cashflows	-	-	110,238	110,238
Unreserved and undesignated	508,051	508,386	250,756	196,684
Total Fund Balance	\$ 508,051	\$ 508,386	\$ 517,226	\$ 592,413



Library Director .....Melissa Barnard  
Assistant Library Director ..... Virginia McKane



## Service Statement

The Grace A. Dow Memorial Library Board approved a revised mission statement and a vision statement in August 2009:

The Mission of the Grace A. Dow Memorial Library is to enrich our community by providing opportunities for learning, exploration and enjoyment in a welcoming environment.

The Vision of the Grace A. Dow Memorial Library is the community's chosen gateway for knowledge; a place for our community to gather and connect.

The library provides access to information to members of the community through print and non print resources. Knowledgeable staff help connect users to these resources to meet their needs.

The library's website provides 24/7 access to subscription databases and ebooks. Library card holders can access their accounts, place holds, renew items, search databases, and download audio books from the convenience of their home or business computers. New users eligible for library cards can apply online.

As a place of learning, exploration and enjoyment, the library offers special collections and programming for all ages. The Government Information Center, Consumer Corner, Local History and Genealogy Collections, as well as videos, books on CD and MP3, Playaways and music CDs contribute to the diversity of materials available to users. Computer classes, story times, summer reading programs, book discussions, author visits, educational programs and other activities promoting reading are held at the library.

The library attracts users with free public computers and wireless access to the Internet. Quiet reading and study areas are an important feature of the Alden B. Dow designed building. The Teen Spot and the Children's area are inviting to our users. A variety of meeting spaces can be rented and reserved, including a 266-seat Auditorium.

Resource sharing with other libraries has increased the number of items that patrons can borrow beyond the collection at the library. Through the Michigan Electronic Library statewide catalog and the Valley Library Consortium, patrons can submit requests for materials not held at the Grace A. Dow Memorial Library.

The library's website, Facebook page and newsletter, "Library Connection," help increase awareness of services and programs. Quick and easy access keeps the community informed of upcoming events and news at the library.

The Grace A. Dow Memorial Library focuses staff and resources to educate citizens, contribute to their personal growth and provide community information. Whether in person or through electronic communication, the library is an integral part of the Midland community.

## Functions

### **Administration**

- Serves on the City of Midland Administration Staff Team
- Prepares and administers the library budget
- Maintains and analyzes statistics
- Plans for future service directions
- Recommends and implements policies
- Oversees library personnel, including hiring, training and continued development
- Assures maintenance of the library's physical plant
- Represents and promotes the library to the community
- Liaison to the Library Board
- Liaison to the Friends of the Library
- Represents the library on the Valley Library Consortium Board
- Represents the library on the Mideastern Michigan Library Cooperative Advisory Council

### **Circulation Services**

- Checks out and checks in materials
- Greets and directs patrons
- Registers patrons
- Collects fines and fees
- Staffs renewal desk
- Supports acquisitions, interlibrary loan and reference services
- Provides program assistance
- Mends library materials
- Collects statistics on library usage

### **Public Services**

- Provides research and information-based services
- Provides customer service through reading recommendations and locating materials within the library
- Utilizes technology to deliver online services
- Selects materials and maintains collection
- Maintains and updates the website
- Performs statistical analysis of physical and electronic resource usage
- Participates in community outreach including area schools, day cares and other organizations
- Plans and conducts educational programming for children and adults including: Computer/technology training, Book discussion groups, Community Read and author visits, Battle of the Books, Storytimes and Summer Reading Program
- Develops and maintains genealogy and local history collection
- Provides training for Assisted Technology Computer users
- Conducts tours for schools and other organizations

### **Technical Services**

- Orders and receives library materials
- Catalogs and classifies materials
- Processes materials
- Maintains catalog database

## Grace A. Dow Memorial Library

### Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Library	\$ 4,000,211	\$ 3,944,289	\$ 3,989,657	\$ 3,864,245	\$ 3,829,298	-0.9%
<b>Total Department</b>	<b>\$ 4,000,211</b>	<b>\$ 3,944,289</b>	<b>\$ 3,989,657</b>	<b>\$ 3,864,245</b>	<b>\$ 3,829,298</b>	<b>-0.9%</b>
Personal Services	\$ 2,432,632	\$ 2,580,551	\$ 2,628,851	\$ 2,555,381	\$ 2,642,024	3.4%
Supplies	734,128	631,831	653,750	632,545	505,360	-20.1%
Other Services/Charges	735,082	684,809	697,166	666,429	677,914	1.7%
Capital Outlay	98,369	47,098	9,890	9,890	4,000	-59.6%
<b>Total Department</b>	<b>\$ 4,000,211</b>	<b>\$ 3,944,289</b>	<b>\$ 3,989,657</b>	<b>\$ 3,864,245</b>	<b>\$ 3,829,298</b>	<b>-0.9%</b>

### Personnel Summary

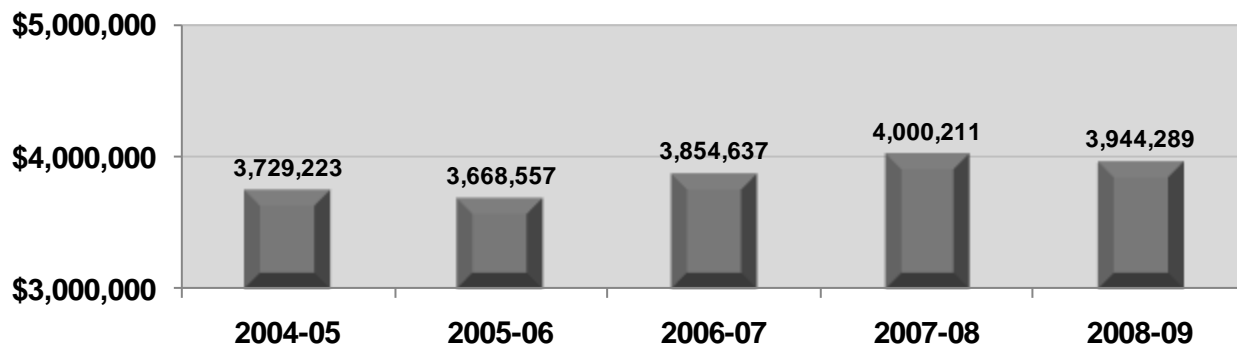
Full-Time	21	21	20	20	19
Regular Part-Time	36	36	33	33	33
<b>Total Department</b>	<b>57</b>	<b>57</b>	<b>53</b>	<b>53</b>	<b>52</b>

### Summary of Budget Changes

#### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

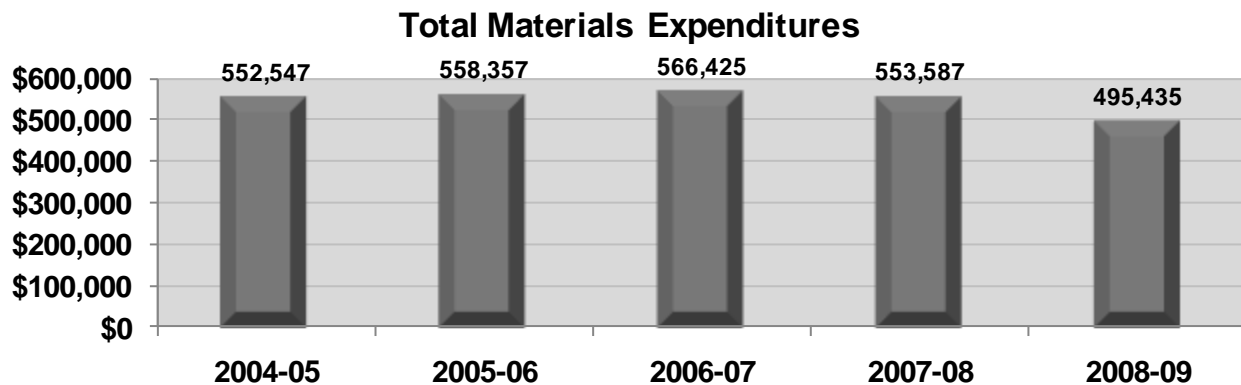
To address the budget shortfall, the books and materials budget is being reduced by \$100,000 and programming budget reductions total \$13,800. Personal services expenditures reflect the elimination of one full time position which correlates with the reduction in book and materials purchases.

#### 5-Year Operating Budget History

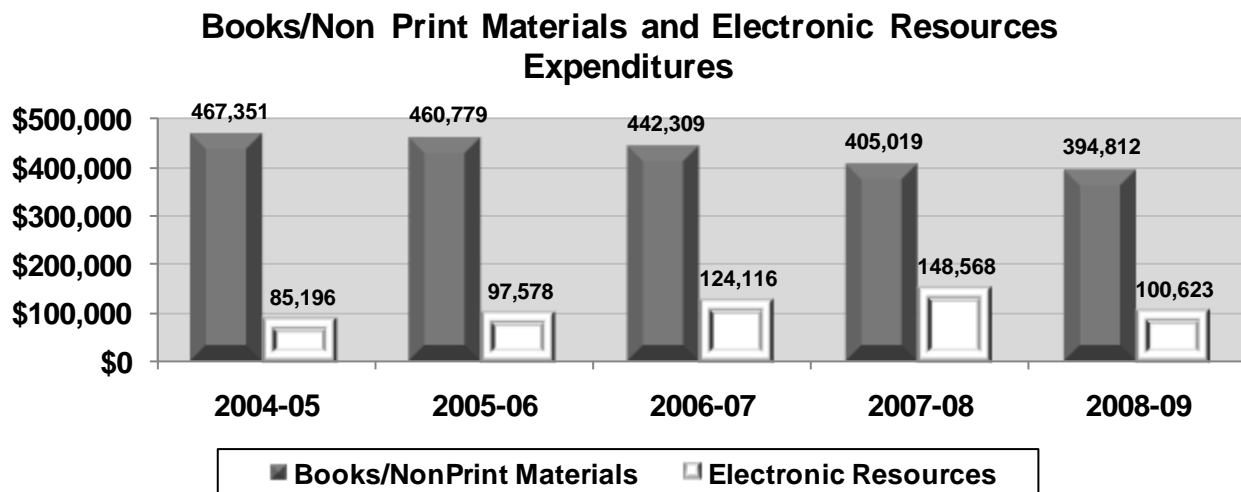


The goal in 2008-09 was to maintain the operating budget at the same level as the 2007-08 budget. A reduced materials budget and not filling vacant positions contributed towards meeting this goal. Vacant positions were eliminated in the 2009-2010 fiscal year.

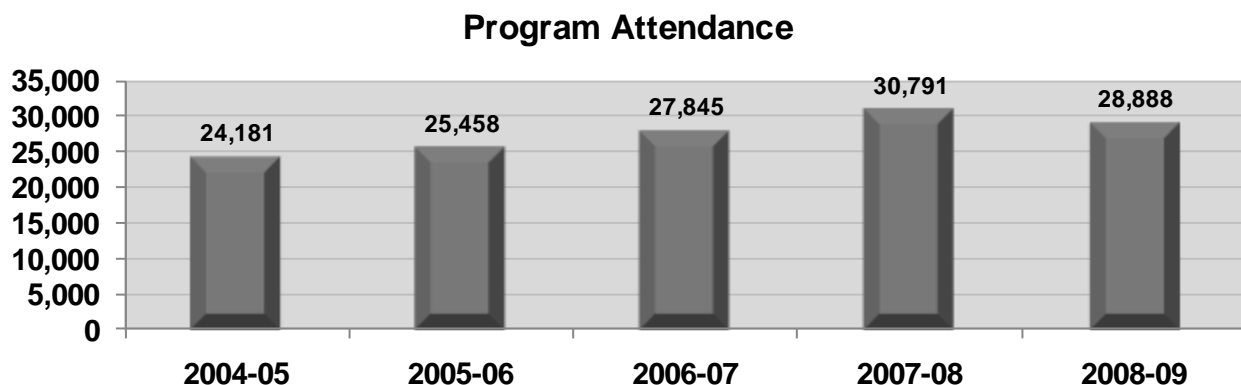
**Key Departmental Trends**



The materials budget was reduced in 2008-2009 to address financial challenges. This budget remained at the reduced level in 2009-2010.



The decreased budget for databases in 2008-2009 is due to a change in the billing cycle. Database subscriptions were not reduced.



Attendance at youth programming accounts for approximately 90% of the total attendance. Vacant positions impacted the number of programs that the library offered in 2008-2009.



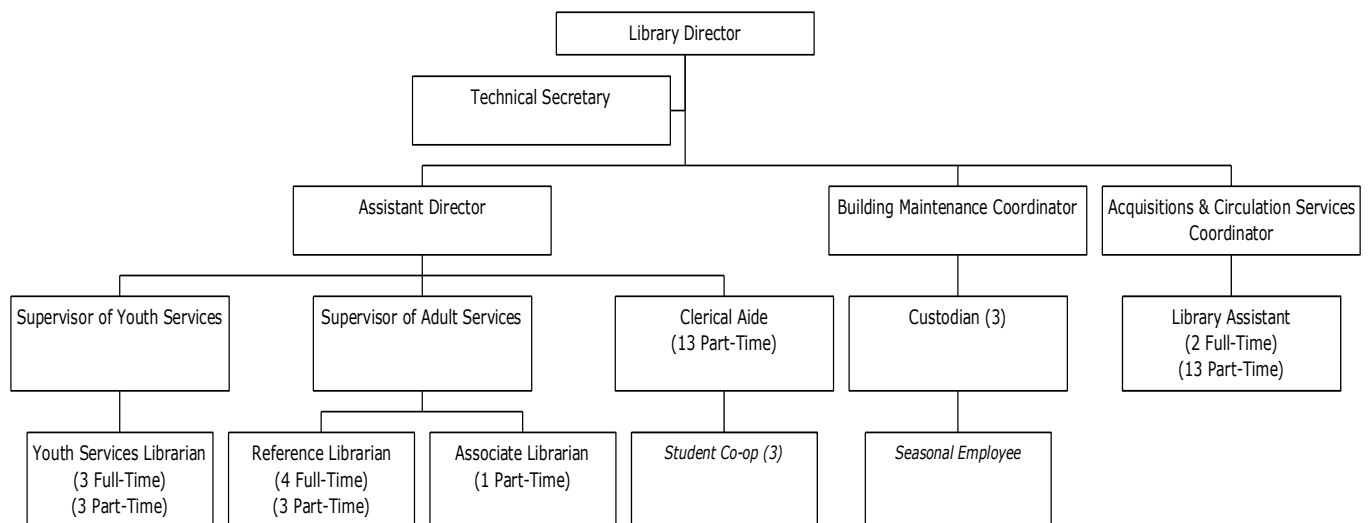
## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Items Circulated	833,798	856,376	2.7%
Electronic Resource Searches	472,176	692,911	46.7%
Program Attendance	30,791	28,888	-6.2%
Library Visits	466,134	461,134	-1.1%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Visits Per Hour	128	127	-0.8%
Circulation Per Hour	229	235	2.6%
Cost Per Service Area Resident	\$52.68	\$51.94	-1.4%

## Organizational Chart



## Grace A. Dow Memorial Library

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Library Director	1	1	1
Assistant Library Director	1	1	1
Technical Secretary	1	1	1
Supervisor of Adult Services	1	1	1
Supervisor of Youth Services	1	1	1
Acquisitions and Circulation Services Coord	1	1	1
Reference Librarian	5	4	4
Youth Services Librarian	3	3	3
Library Assistant	3	3	2
Building Maintenance Coordinator	1	1	1
Library Custodian	3	3	3
<b>Total Full-Time</b>	<b>21</b>	<b>20</b>	<b>19</b>
<u>Regular Part-Time</u>			
Reference Librarian	2	3	3
Youth Services Librarian	3	3	3
Associate Reference Librarian	2	1	1
Library Assistant	13	12	13
Clerical Aide	14	13	13
Office Assistant	2	1	0
<b>Total Regular Part-Time</b>	<b>36</b>	<b>33</b>	<b>33</b>
<b>Department Total</b>	<b>57</b>	<b>53</b>	<b>52</b>

A full time library assistant position is being eliminated in 2010-2011 due to the reduction in the books and materials budget, resulting in fewer materials being ordered, processed and cataloged.

# Grace A. Dow Memorial Library

## FUND 271 - GRACE A DOW LIBRARY FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes	\$ 2,155,225	\$ 2,177,624	\$ 2,237,152	\$ 2,340,619
Library revenues	240,010	240,012	236,658	236,658
Penal fines	326,581	300,000	309,462	239,000
Rental income	77,621	72,000	71,946	67,000
State aid	47,703	50,000	30,000	20,000
Contributions and other revenues	173,708	195,450	196,032	155,950
Investment earnings	20,386	21,000	4,578	4,410
Total revenues	3,041,234	3,056,086	3,085,828	3,063,637
<b>Expenditures</b>				
Personal services	2,580,551	2,628,851	2,555,381	2,642,024
Supplies	631,831	653,750	632,545	505,360
Other charges	684,809	697,166	666,429	677,914
Capital outlay	47,098	9,890	9,890	4,000
Total expenditures	3,944,289	3,989,657	3,864,245	3,829,298
Excess of Revenues Over (Under) Expenditures	(903,055)	(933,571)	(778,417)	(765,661)
<b>Other Financing Sources</b>				
Operating transfers in	903,055	933,571	778,417	765,661
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	-	-	-	-
<b>Fund Balance - beginning of year</b>	-	-	-	-
<b>Fund Balance - end of year</b>	\$ -	\$ -	\$ -	\$ -





City Engineer..... Brian McManus  
Public Services Director .....Karen Murphy



### Service Statement

**The Maintenance Division** is responsible for day-to-day maintenance of the street system. This includes pothole filling, crack filling and curb and gutter repair on the Major and Local streets. Most work is performed on streets that are nearing the end of their life cycle and in need of major maintenance by the Construction Division in the near future. The Maintenance Division strives to prevent road conditions that may cause vehicle damage.

The Maintenance Division provides curb and gutter repairs for the Construction Division annual program when time and resources permit.

The Maintenance Division repairs manhole covers in the roadway that have settled or become damaged due to traffic.

Most of the city streets are improved with bituminous pavement; however, several gravel streets remain and those require frequent grading to ensure a smooth ride. Also, these gravel roads require frequent treatment of brine application to minimize dust blowing through city neighborhoods.

The Maintenance division annually inspects and maintains many miles of guardrail throughout the city. Guardrails, by their nature, are installed at locations that have safety concerns.

City streets are swept monthly by Maintenance Division staff. Street sweeping is critical for dust control and to stop sediment from reaching our rivers and streams.

The Maintenance Division inspects and cleans roadside ditches on an annual basis to ensure that water can drain away freely. Good drainage is critical to the performance and life expectancy of the road surface.

A major portion of the Maintenance Division fund is used to keep city streets clear of snow and ice accumulation. The City has an aggressive program for snow plowing and salting and has a "Snow Watch" program with employees on duty 24 hours a day through the winter. The Maintenance Division has primary routes and secondary routes that are prioritized. Salt applications are used in conjunction with the plowing to ensure a clean system.

The Maintenance Division consistently inspects the road system and handles complaints for debris on the roadway that require cleanup.

**The Traffic Division** is administered by the Engineering Department and is responsible for implementing and maintaining traffic control devices. Traffic signals and related equipment are replaced primarily due to age, traffic accidents, and either malfunctions or failures. Replacement cycles vary depending on equipment type. Signals staff is on-call to address maintenance issues 24 hours per day.

Street sign replacements occur annually for approximately 10% of the city due primarily to age, traffic accidents, vandalism, and theft. Pavement markings on city streets occur annually. Funding for traffic sign and signal upgrades are established along with the city street construction program described below with the Construction Division activities. Refer to the Functions in the Engineering Department section for additional information.

### **Service Statement (cont.)**

**The Construction Division** is administered by the Engineering Department. Annually, the City Engineer presents a construction program to City Council at a special Council meeting held in mid-January solely to discuss proposed construction projects. A follow-up meeting is held in February to finalize the project list. Projects that are accepted are then included in the annual City-wide budget. During the budget year, the major reconstruction projects are designed by the Engineering Department, bid out and then constructed by contractors. Along with construction costs, the City Engineering Department design and inspection costs are charged to the Major and Local Street funds.

The Construction Division of the Engineering Department also designs and builds streets, turn lanes and other items to enhance the transportation system within the city of Midland.

The Construction Division also completes an annual crack sealing and surface treatment program to protect and extend the life of our street pavements.



## Functions

### **Fund Administration**

- Maintenance Division activities are administered by the Public Services Director
- Traffic Services Division activities are administered by the City Engineer
- Construction Capital Improvements are administered by the City Engineering Department
- County Road millage funds are used to supplement the Major and Local Street funds to implement the annual construction program

### **Maintenance Division**

- Provides repair and cleaning services for 78 miles of major streets, 154 miles of local streets, and 16 miles of State trunk line
- Responds to citizen requests for street maintenance and repair as deemed necessary by Public Works field supervisors
- Performs roadway surface maintenance, including asphalt repair and pothole patching
- Maintains and repairs guardrail
- Provides street sweeping services once a month on all city streets as weather permits
- Repairs curb and gutter defects
- Coordinates services with the Wastewater Department to repair sanitary sewer manhole covers
- Repairs storm water manhole and catch basin covers
- Cleans culverts and ditches to maintain adequate roadside drainage
- Provides dust control and road grading for gravel streets in the city
- Provides timely snow and ice control via salting and plowing in response to inclement weather with a 24-hour Snow Watch shift from late November through April 1
- Consults with the Engineering Department to determine best practices for different types of infrastructure repairs
- Provides barricades and traffic control for various community events

### **Traffic Services Division**

- Monies are annually provided from Major and Local Street funds for traffic control and pavement markings on Local and Major Streets
- Traffic Services Division is administered by the Engineering Department so also see Engineering Division Functions
- Provides maintenance and replacement of over 8,000 traffic signs
- Maintains over 90 signalized intersections within the city
- Provides pavement markings for over 80 miles of streets
- Collects and analyzes machine and manual traffic counts to track traffic growth in the city
- Develops city-wide traffic signal progression
- Installs and/or coordinates installation of new traffic control devices

### **Construction Division**

- Monies are annually transferred from Major and Local Street funds to the Capital Outlay Program for reconstruction and major maintenance and surface treatments on local and major streets in accordance with the Project Priority process administered by the Engineering Department and approved by City Council
- Also see Engineering Division Functions
- County Road millage funds are used to supplement Major and Local Street funds to implement the annual construction program

## Major and Local Street Fund

### Department at a Glance - MAJOR STREET

Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Engineering	\$ 162,916	\$ 189,258	\$ 223,899	\$ 221,724	\$ 205,250	-7.4%
Inspection Services	32,504	25,126	33,655	32,489	33,655	3.6%
Maintenance	1,087,951	1,152,375	1,140,286	988,411	1,165,693	17.9%
Traffic Services	476,086	422,510	441,369	421,298	461,852	9.6%
Capital Outlay	295,475	-	-	-	-	0.0%
Miscellaneous	142,169	24,604	81,035	83,342	25,000	-70.0%
Operating Transfers Out	3,823,995	2,602,668	3,393,082	1,840,738	2,227,025	21.0%
<b>Total Department</b>	<b>\$ 6,021,096</b>	<b>\$ 4,416,541</b>	<b>\$ 5,313,326</b>	<b>\$ 3,588,002</b>	<b>\$ 4,118,475</b>	<b>14.8%</b>
Personal Services	\$ 1,051,201	1,035,060	\$ 985,068	\$ 931,907	\$ 1,059,123	13.7%
Supplies	304,486	284,562	329,350	263,011	321,784	22.3%
Other Services/Charges	545,939	494,251	605,826	552,346	510,543	-7.6%
Capital Outlay	295,475	-	-	-	-	0.0%
Operating Transfers Out	3,823,995	2,602,668	3,393,082	1,840,738	2,227,025	21.0%
<b>Total Department</b>	<b>\$ 6,021,096</b>	<b>\$ 4,416,541</b>	<b>\$ 5,313,326</b>	<b>\$ 3,588,002</b>	<b>\$ 4,118,475</b>	<b>14.8%</b>

### Department at a Glance - LOCAL STREET

Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Engineering	\$ 98,071	\$ 112,057	\$ 114,487	\$ 110,917	\$ 112,274	1.2%
Inspection Services	18,655	29,825	26,977	28,917	27,401	-5.2%
Maintenance	1,237,754	1,142,290	1,150,251	1,116,808	1,178,657	5.5%
Traffic Services	113,052	108,021	105,556	105,987	106,686	0.7%
Miscellaneous	55,717	-	20,000	10,000	20,000	100.0%
Operating Transfers Out	1,182,865	1,617,771	1,098,446	1,098,153	1,272,140	15.8%
<b>Total Department</b>	<b>\$ 2,706,114</b>	<b>\$ 3,009,964</b>	<b>\$ 2,515,717</b>	<b>\$ 2,470,782</b>	<b>\$ 2,717,158</b>	<b>10.0%</b>
Personal Services	\$ 888,579	\$ 857,092	\$ 766,372	\$ 751,626	\$ 825,223	9.8%
Supplies	237,957	183,503	258,750	250,750	237,750	-5.2%
Other Services/Charges	396,713	351,598	392,149	370,253	382,045	3.2%
Operating Transfers Out	1,182,865	1,617,771	1,098,446	1,098,153	1,272,140	15.8%
<b>Total Department</b>	<b>\$ 2,706,114</b>	<b>\$ 3,009,964</b>	<b>\$ 2,515,717</b>	<b>\$ 2,470,782</b>	<b>\$ 2,717,158</b>	<b>10.0%</b>

**Personnel Summary:** The major and local street funds are set up as a cost accounting mechanism. There is not an individual department dedicated to major and local street activities. Instead, employees are transferred from the Engineering and Public Services departments as needed to provide maintenance, traffic, and engineering and inspection services.

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

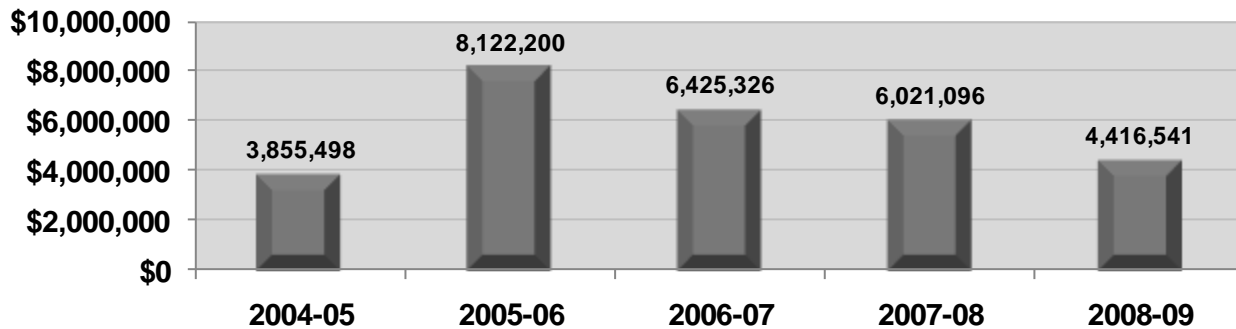
Available Major and Local Street funding has been significantly reduced due to impacts from:

- A lower County Road Millage allocation to street funds due to the MCV Settlement.
- Reduced gas and weight tax revenues due to high gas prices and fewer sales at the pump.
- Two heavy snowfall seasons in a row in the years preceding the proposed budget.
- Change of City policy that allocates employee retiree health care to the street funds.

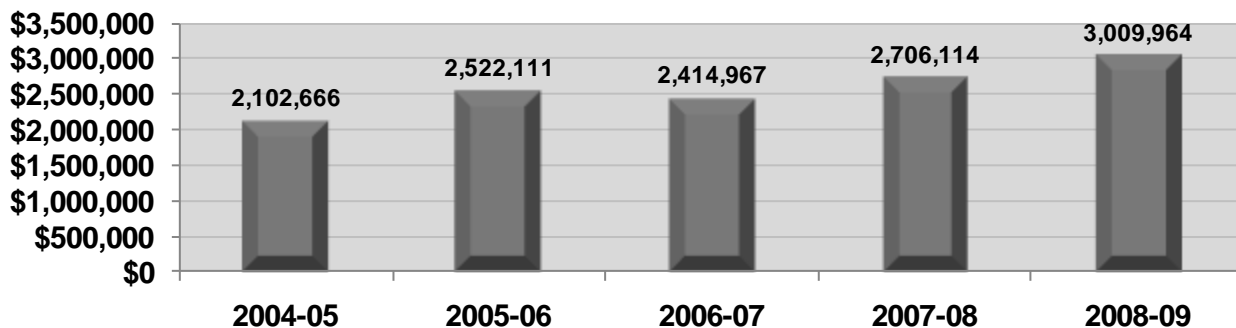
Public Services and Engineering staffing levels have been reduced to account for lower available revenues. As a result, street maintenance activities and funding for capital projects have been significantly reduced.

### 5-Year Operating Budget History

#### Major Street Fund

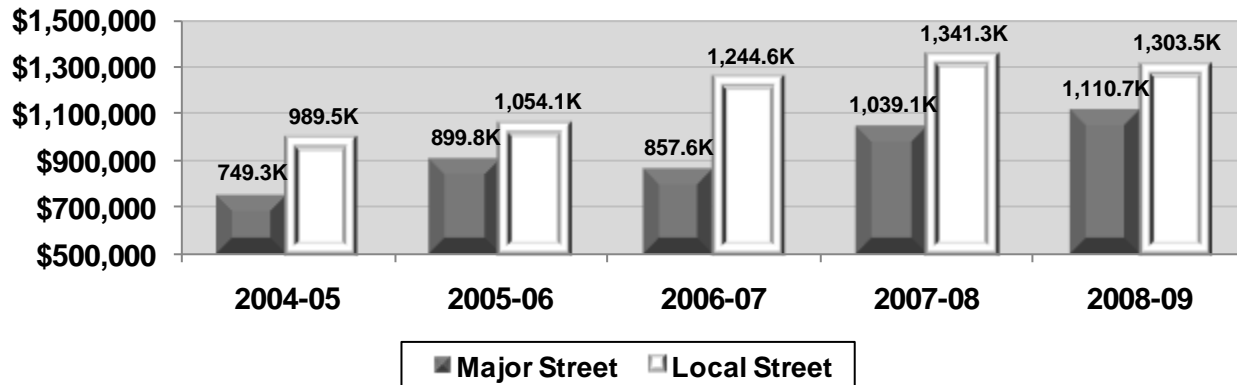


#### Local Street Fund



## Key Departmental Trends

### Major and Local Street Maintenance Expense



Winter maintenance costs were significantly higher in both 2007-08 and 2008-09 than in previous years due to the severe winter weather experienced in our area.

## Performance Objectives

Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Salt Usage (tons)	8,618	6,582	-23.6%
Street sweeping (miles swept)	7,793	8,629	10.7%
Asphalt repair (tons)	987	910	-7.8%
Traffic signs replaced	932	804	-13.7%
Performance Indicators (EFFICIENCY)	2007-08 Actual	2008-09 Actual	% Change
Traffic signal call out costs	\$10,581	\$9,317	-11.9%

The Department of Public Works has been monitoring salt usage closely and adjusting the amount dispensed from the trucks in an effort to conserve the salt supply and reduce expenses. New equipment for salt application was also introduced in December 2009 that pre-wets the salt with a brine solution as it is applied to the street. This new process helps the salt work quicker and reduces the amount of salt needed to achieve the desired results.

The City Engineering Department is utilizing up to date technologies and methods to stretch construction dollars as much as possible. A higher percentage of available funds are allocated to preventive treatments.

# Major and Local Street Fund

## FUND 202 - MAJOR STREET FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
State gas and weight taxes	\$ 2,553,132	\$ 2,540,000	\$ 2,400,000	\$ 2,300,000
Build Michigan funding	97,412	97,400	96,400	96,200
State trunkline maintenance	143,685	167,364	166,461	171,468
State capital grant	106,845	50,000	-	-
Federal capital grant	246,986	945,000	-	-
Utility permits	91,346	88,000	88,000	88,000
Outside contributions	15,735	50,000	-	55,000
Investment earnings	23,653	24,000	4,888	4,888
Miscellaneous	24,673	2,000	32,196	12,000
<b>Total revenues</b>	<b>3,303,467</b>	<b>3,963,764</b>	<b>2,787,945</b>	<b>2,727,556</b>
<b>Expenditures</b>				
Engineering	189,258	223,899	221,724	205,250
Right of way inspections	25,126	33,655	32,489	33,655
Roadway maintenance	179,780	187,873	170,614	193,506
Guardrail maintenance	1,221	9,818	8,656	9,301
Sweeping and flushing	145,141	156,869	154,944	158,249
Shoulder maintenance	11,158	11,920	11,773	12,677
Roadside drainage	93,279	80,171	77,804	79,349
Curb and gutter maintenance	29,292	45,422	58,174	47,060
Roadside cleanup	33,666	19,857	18,569	20,940
Snow and ice control	617,172	540,932	406,319	560,168
Traffic services	422,510	441,369	421,298	461,852
Trunkline maintenance	138,470	174,671	166,461	171,468
Stormwater activities credit	(96,804)	(87,247)	(84,903)	(87,025)
Other charges	24,604	68,342	73,342	5,000
Reserve for contingencies	-	12,693	10,000	20,000
<b>Total expenditures</b>	<b>1,813,873</b>	<b>1,920,244</b>	<b>1,747,264</b>	<b>1,891,450</b>
Excess of Revenues Over (Under) Expenditures	1,489,594	2,043,520	1,040,681	836,106
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	1,125,421	1,008,000	617,969	1,300,000
Operating transfers out	(2,631,557)	(3,393,082)	(1,840,738)	(2,227,025)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(16,542)	(341,562)	(182,088)	(90,919)
<b>Fund Balance - beginning of year</b>	<b>717,827</b>	<b>701,285</b>	<b>701,285</b>	<b>519,197</b>
<b>Fund Balance - end of year</b>	<b>\$ 701,285</b>	<b>\$ 359,723</b>	<b>\$ 519,197</b>	<b>\$ 428,278</b>
<b>Fund Balance Goal</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

# Major and Local Street Fund

## FUND 203 - LOCAL STREET FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
State gas and weight taxes	\$ 707,208	\$ 700,000	\$ 670,000	\$ 645,000
Build Michigan funding	25,849	25,700	25,938	25,800
Utility permits	74,737	72,000	72,000	72,000
Outside contributions	62,000	-	-	-
Investment earnings	29,631	25,000	5,880	5,880
Total revenues	899,425	822,700	773,818	748,680
<b>Expenditures</b>				
Engineering	112,057	114,487	110,917	112,274
Right of way inspection	29,825	26,977	28,917	27,401
Roadway maintenance	293,376	279,072	277,946	291,541
Guardrail maintenance	-	4,110	4,110	4,403
Sweeping and flushing	213,712	224,084	221,529	225,856
Shoulder maintenance	11,762	7,682	7,079	7,682
Roadside drainage	161,175	147,446	146,093	148,080
Curb and gutter maintenance	181,846	153,038	157,484	164,454
Roadside cleanup	13,809	10,752	10,632	11,164
Dust control	16,800	32,097	21,881	22,173
Snow and ice control	410,985	438,416	416,207	451,444
Traffic services	108,021	105,556	105,987	106,686
Stormwater activities credit	(161,175)	(146,446)	(146,153)	(148,140)
Reserve for contingencies	-	20,000	10,000	20,000
Total expenditures	1,392,193	1,417,271	1,372,629	1,445,018
Excess of Revenues Over (Under) Expenditures	(492,768)	(594,571)	(598,811)	(696,338)
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	1,900,099	1,638,000	1,724,320	1,725,000
Operating transfers out	(1,617,771)	(1,098,446)	(1,098,153)	(1,272,140)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(210,440)	(55,017)	27,356	(243,478)
<b>Fund Balance - beginning of year</b>	840,463	630,023	630,023	657,379
<b>Fund Balance - end of year</b>	\$ 630,023	\$ 575,006	\$ 657,379	\$ 413,901
<b>Fund Balance Goal</b>	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000



**Library Director .....Melissa Barnard**  
**Administrative Assistant to the Library for MCTV ..... Ron Beacom**





## Service Statement

The department's scope of services includes: video production services for City of Midland government access programs and internal use; video production support services for public and educational access programs; administrative and support services for the scheduling and cablecasting of public and government access programs; dissemination of cablecast schedule to various media outlets for promotion of cablecast schedule; support for Internet streaming and archiving of City of Midland programs; recruitment of public access users and training in video production for public access users; entry, display and scheduling of community message boards on public access channel; on-call technical support for emergency communications; acquisition and maintenance of video production equipment; video duplication; recognition program for public access users; and promotion of public and government access services.

## Functions

### **Public Access-MCTV 3 & 15**

- Recruit access users
- Train access users in the use of field and studio production equipment
- Provide production assistance and technical support to access users
- Recognize access users
- Enter and display non-profit messages on electronic message board

### **Government Access-MGTV 5**

- Cablecast and web stream coverage of City Council and nine advisory boards and commissions meetings
- Produce "City in 15" newsmagazine about City services
- Produce special programming about timely topics and events related to City of Midland
- Enter and cablecast government message boards
- Cablecast emergency communications

### **Educational Access-MPS-TV 17**

- Provide training, technical support and production assistance to the Midland Public Schools Video Communications Course
- Provide production assistance for MPS newsmagazine, "MPS Today"
- Provide technical support and production assistance to access users who create school-related programs at MCTV that are cablecast on MPS-TV 17 (sports, concerts, events)

### **All Access**

- Provide automated program playback on MCTV 3 & 15 and MGTV 5 using web-based server system
- Create and publish program schedule for Midland Daily News, City of Midland website, TV Guide and access channels
- Maintain production equipment
- Provide video duplication services

# Midland Community Television (MCTV)

## Department at a Glance

Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
MCTV	\$ 500,039	\$ 480,860	\$ 520,125	\$ 492,728	\$ 509,710	3.4%
<b>Total Department</b>	<b>\$ 500,039</b>	<b>\$ 480,860</b>	<b>\$ 520,125</b>	<b>\$ 492,728</b>	<b>\$ 509,710</b>	<b>3.4%</b>
Personal Services	\$ 353,647	\$ 326,919	\$ 366,313	\$ 351,545	\$ 364,868	3.8%
Supplies	11,520	9,807	11,914	8,698	9,900	13.8%
Other Services/Charges	120,324	124,454	140,098	130,690	134,942	3.3%
Capital Outlay	14,548	19,680	1,800	1,795	-	-100.0%
<b>Total Department</b>	<b>\$ 500,039</b>	<b>\$ 480,860</b>	<b>\$ 520,125</b>	<b>\$ 492,728</b>	<b>\$ 509,710</b>	<b>3.4%</b>

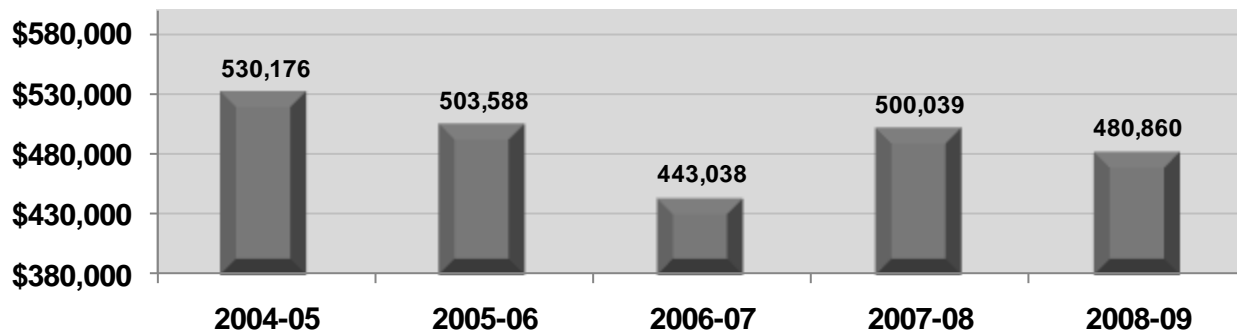
### Personnel Summary

Full-Time	3	3	3	3	3
Regular Part-Time	7	7	7	7	7
<b>Total Department</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

Six of the seven part-time employees listed as a group are the equivalent of one .5 position (totaling less than 1,040 hours per year).

## Summary of Budget Changes

### 5-Year Operating Budget History



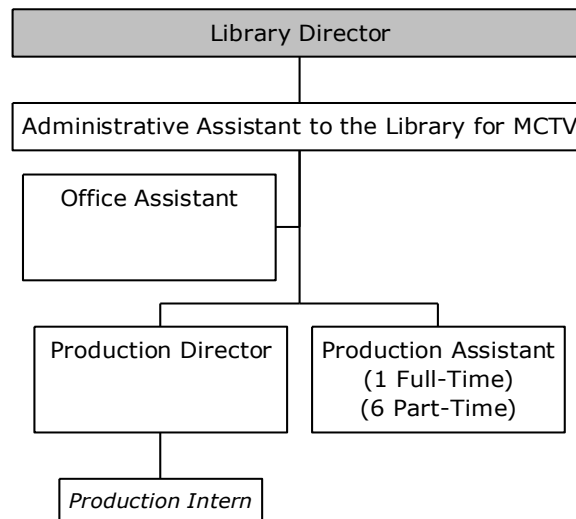
Reallocation of retiree costs contributed to increase in Personal Services budget in 2007-08.

## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Public Access Programs Submitted	932	976	4.7%
Government Access Programs Submitted	225	237	5.3%
Educational Access Programs Submitted	29	32	10.3%
Total Programs Submitted	1,186	1,245	5.0%
Message Boards Submitted	1,995	1,983	-0.6%
<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Cost Per Program Submitted	\$395.80	\$370.43	-6.4%

Capital Outlay is not included in the Performance Objectives.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Administrative Asst. to the Library for MCTV	1	1	1
Production Director	1	1	1
Production Assistant	1	1	1
<b>Total Full-Time</b>	<b>3</b>	<b>3</b>	<b>3</b>
<u>Regular Part-Time</u>			
Production Assistant*	6	6	6
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Department Total</b>	<b>10</b>	<b>10</b>	<b>10</b>

\*The six part-time Production Assistants each work approximately 15 hours per month, for a combined total equivalent of one half-time position (less than 1040 hours per year).



# Midland Community Television (MCTV)

## FUND 296 - MIDLAND COMMUNITY TELEVISION FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Revenues</b>				
Franchise fees	\$ 541,039	\$ 495,000	\$ 519,090	\$ 520,000
Charges for services	9,960	10,700	9,800	10,000
Contributions	1,530	1,000	950	1,000
Investment earnings	5,177	5,126	1,516	1,516
Miscellaneous	2,250	5,000	3,701	4,000
Total revenues	559,956	516,826	535,057	536,516
<b>Expenditures</b>				
Personal services	326,919	366,313	351,545	364,868
Supplies	9,807	11,914	8,698	9,900
Other charges	124,454	130,098	130,690	124,942
Reserve for contingencies	-	10,000	-	10,000
Capital outlay	19,680	1,800	1,795	-
Total expenditures	480,860	520,125	492,728	509,710
Excess of Revenues Over (Under) Expenditures	79,096	(3,299)	42,329	26,806
<b>Other Financing Sources</b>				
Operating transfer in - General Fund	15,000	-	-	-
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	94,096	(3,299)	42,329	26,806
<b>Fund Balance - beginning of year</b>	366,179	460,275	460,275	502,604
<b>Fund Balance - end of year</b>	\$ 460,275	\$ 456,976	\$ 502,604	\$ 529,410

# Midland Community Television (MCTV)

## MIDLAND COMMUNITY TELEVISION FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Revenues</b>						
Franchise fees	\$ 519,090	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000
Charges for services	9,800	10,000	10,000	10,000	10,000	10,000
Contributions	950	1,000	1,000	51,000	1,000	1,000
Investment earnings	1,516	1,516	2,647	2,573	2,621	2,467
Miscellaneous	3,701	4,000	4,000	4,000	4,000	4,000
<b>Total revenues</b>	<b>535,057</b>	<b>536,516</b>	<b>537,647</b>	<b>587,573</b>	<b>537,621</b>	<b>537,467</b>
<b>Expenditures</b>						
Personal services	351,545	364,868	381,287	398,445	416,375	435,112
Supplies	8,698	9,900	10,098	10,300	10,506	10,716
Other charges	130,690	124,942	127,070	129,241	131,455	133,713
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Capital outlay	1,795	-	24,000	30,000	-	30,000
<b>Total expenditures</b>	<b>492,728</b>	<b>509,710</b>	<b>552,455</b>	<b>577,986</b>	<b>568,336</b>	<b>619,541</b>
Excess of Revenues Over (Under) Expenditures	42,329	26,806	(14,808)	9,587	(30,715)	(82,074)
<b>Fund Balance - beginning of year</b>	<b>460,275</b>	<b>502,604</b>	<b>529,410</b>	<b>514,602</b>	<b>524,189</b>	<b>493,474</b>
<b>Fund Balance - end of year</b>	<b>\$ 502,604</b>	<b>\$ 529,410</b>	<b>\$ 514,602</b>	<b>\$ 524,189</b>	<b>\$ 493,474</b>	<b>\$ 411,400</b>

### ASSUMPTIONS:

Fund balance goal	\$ 75,000
Franchise fees increase	0%
Charges for services	0%
Personal services increase	4.50%
Operating expenditure increase	2.00%
Investment earnings on working capital	0.50%
Capital outlay: five-year capital plan	



Utilities Director .....	Noel Bush
Public Services Director .....	Karen Murphy
Wastewater Superintendent.....	Kevin Babinski





## Service Statement

The management of the storm water system is a shared effort by the Wastewater Department, Department of Public Services, and Engineering. Staff from these departments are responsible for maintaining nearly 180 miles of storm sewer. The storm sewer system is cleaned on a four-year rotation. Progress is tracked using a computerized work order system. Open drains throughout the city are inspected annually and any debris and overgrowth are removed. Recently, 15 outfalls on the State Drain and Sturgeon Creek were rehabilitated using Best Management Practices.

## Functions

### Storm Pipe Cleaning/Maint./Repairs

- Maintains and repairs the storm sewer systems, utilizing contractors for traditional digs and pipe lining by Wastewater staff
- Cleans storm sewers on a four-year rotation including catch basins
- Repairs catch basins
- Sump lead installations

### Open Drains Cleaning/Maint./Repairs

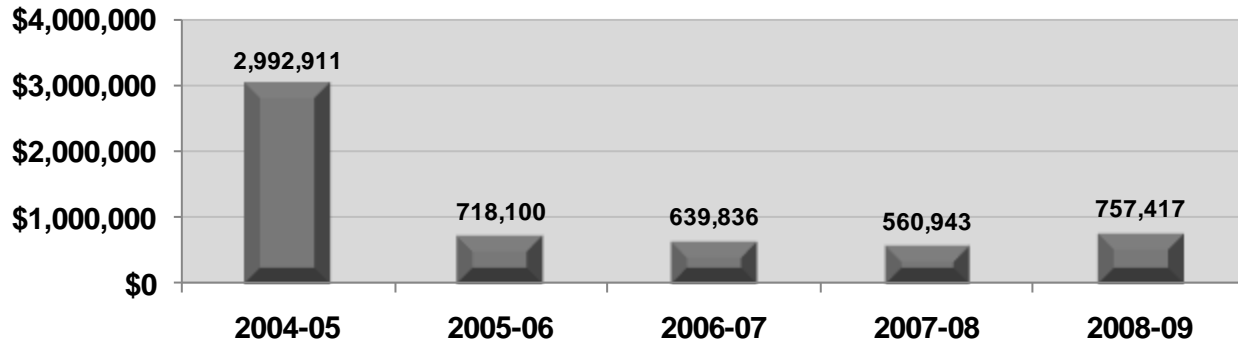
- Inspects and removes debris and supervises subcontractors in the maintenance of open drains, ditch banks, culverts and outfalls

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Administration	\$ 33,667	\$ 31,482	\$ 29,460	\$ 29,460	\$ 18,715	-36.5%
Repairs & Maintenance	453,373	564,390	452,492	469,792	468,237	-0.3%
Inspection Services	38,185	39,851	35,990	36,341	36,252	-0.2%
Open Drain Cleaning	16,159	25,919	14,483	12,606	39,697	214.9%
Sump Lead Installation	-	-	3,000	1,500	3,000	100.0%
Miscellaneous	-	-	4,000	4,000	4,000	0.0%
Capital Outlay	4,559	11,775	6,000	6,000	-	-100.0%
Operating Transfers Out	15,000	84,000	101,000	116,000	40,000	-65.5%
<b>Total Department</b>	<b>\$ 560,943</b>	<b>\$ 757,417</b>	<b>\$ 646,425</b>	<b>\$ 675,699</b>	<b>\$ 609,901</b>	<b>-9.7%</b>
Personal Services	\$ 178,359	\$ 219,693	\$ 188,642	\$ 187,317	\$ 200,315	6.9%
Supplies	12,996	11,801	10,300	8,225	11,300	37.4%
Other Services/Charges	350,029	430,148	340,483	358,157	358,286	0.0%
Capital Outlay	4,559	11,775	6,000	6,000	-	-100.0%
Operating Transfers Out	15,000	84,000	101,000	116,000	40,000	-65.5%
<b>Total Department</b>	<b>\$ 560,943</b>	<b>\$ 757,417</b>	<b>\$ 646,425</b>	<b>\$ 675,699</b>	<b>\$ 609,901</b>	<b>-9.7%</b>

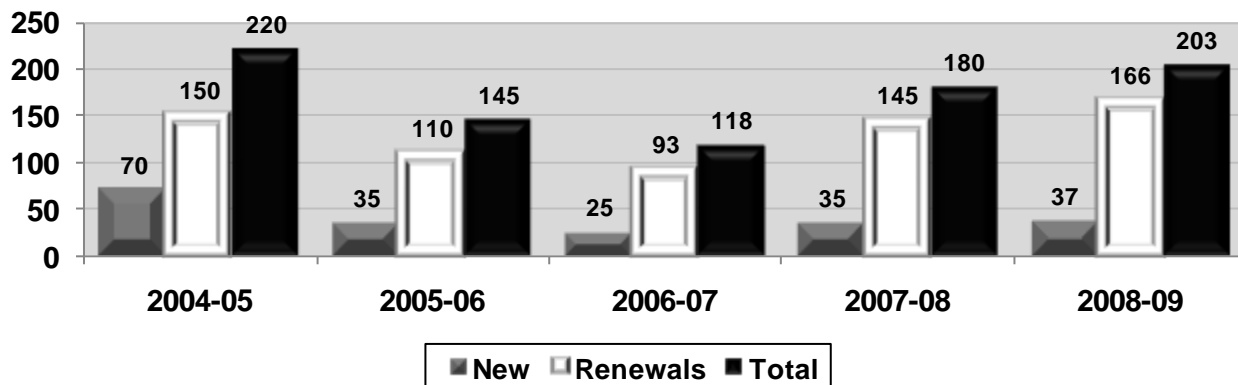
## Summary of Budget Changes

### 5-Year Operating Budget History

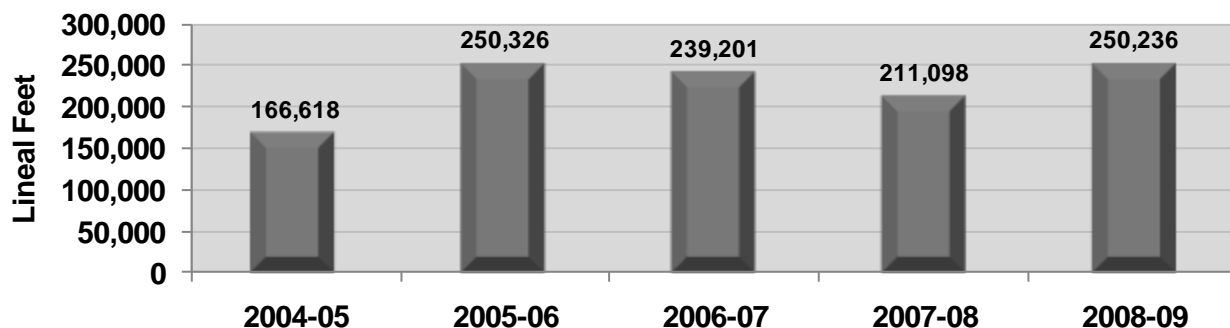


## Key Departmental Trends

### Inspections Made

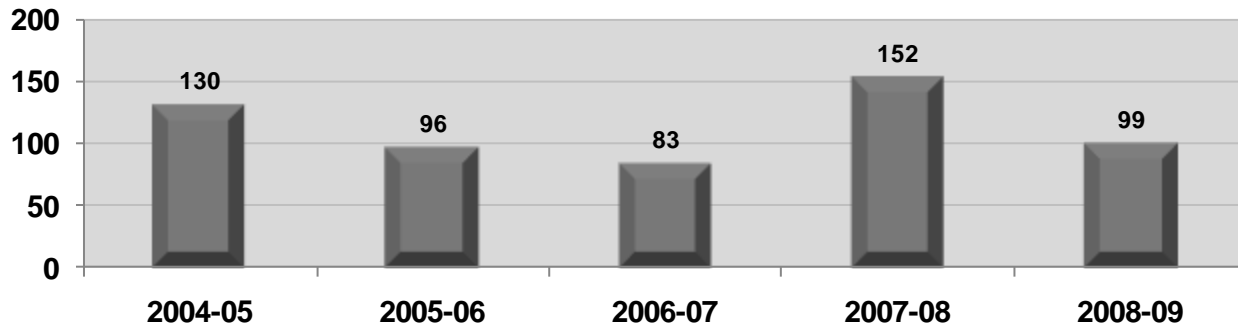


### Storm Sewers Cleaned



## Key Departmental Trends (cont.)

### Permit Renewals



## Performance Objectives

Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Storm Sewer Cleaned (Lineal feet)	211,098	250,236	18.5%
Catch Basins Cleaned	1,239	1,265	2.1%
Sump Lead Installations	0	0	N/A
Outfalls Rehabilitated	0	0	N/A
Open Drains Cleaned (Lineal feet)	1,800	0	-100.0%
Permit Renewals	152	99	-34.9%
Inspections Made:			
New	35	37	5.7%
Renewals	145	166	14.5%
Total Inspections	180	203	12.8%

# Storm Water Management

## FUND 250 - STORM WATER MANAGEMENT FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10 Budget	2009-10 Estimate	2010-11 Adopted
<b>Revenues</b>				
Permit and inspection fees	\$ 13,679	\$ 29,600	\$ 16,273	\$ 20,100
Investment earnings	3,064	3,000	756	756
Operating transfer in - General Const Fund	4,068	-	31,759	-
Operating transfer in - General Fund	446,676	280,000	280,000	280,000
Operating transfer in - Major Street Fund	96,803	87,247	84,903	87,025
Operating transfer in - Local Street Fund	161,176	146,446	146,153	148,140
<b>Total revenues</b>	<b>725,466</b>	<b>546,293</b>	<b>559,844</b>	<b>536,021</b>
<b>Expenditures</b>				
Administration	31,482	29,460	29,460	18,715
County drain assessment	4,202	5,000	4,748	12,460
Open drain cleaning	21,717	9,483	7,858	27,237
Storm sewer maintenance	222,308	179,143	184,533	185,051
Inspection expenses	39,851	35,990	36,341	36,252
Storm sewer repairs	84,103	39,656	54,203	48,021
Purchased services	257,979	233,693	231,056	235,165
Sump lead installation	-	3,000	1,500	3,000
Capital outlay	11,775	6,000	6,000	-
Reserve for contingencies	-	4,000	4,000	4,000
<b>Total expenditures</b>	<b>673,417</b>	<b>545,425</b>	<b>559,699</b>	<b>569,901</b>
Excess of Revenues Over (Under) Expenditures	52,049	868	145	(33,880)
<b>Other Financing Uses</b>				
Operating transfers out	(84,000)	(101,000)	(116,000)	(40,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(31,951)	(100,132)	(115,855)	(73,880)
<b>Fund Balance - beginning of year</b>	<b>226,951</b>	<b>195,000</b>	<b>195,000</b>	<b>79,145</b>
<b>Fund Balance - end of year</b>	<b>\$ 195,000</b>	<b>\$ 94,868</b>	<b>\$ 79,145</b>	<b>\$ 5,265</b>



## **Enterprise Funds**

*for the Fiscal Year Ending June 30, 2011*

**Civic Arena Fund**

**Currie Municipal Golf Course Fund**

**Parking Fund**

**Senior Housing Funds**

**Utilities Division Funds**





**Civic Arena Manager..... Kenny Benson**





## Service Statement

The department's scope of services includes: administration; upkeep and maintenance of three ice rinks and the accompanying facility; Pro Shop inventory and operations; providing, scheduling and billing ice use for ice user groups concerning skating related activities, including local and national events.

## Functions

### **Administrative Services**

- Administers department budget
- Coordinates staffing levels in conjunction with facility events
- Manages skate pro shop inventory
- Procures required supplies and equipment
- Oversees contractual custodial service for the facility
- Coordinates rental and billing of ice time for the three ice rinks
- Promotes and sells advertising space in the ice surface and on the rink boards
- Operates retail skate pro shop offering hockey, speed skating and figure skating equipment for sale along with skate sharpening services
- Hosts tournaments and events for local and national groups
- Offers concession area operated by the Midland Amateur Hockey League
- Rents skates for public use
- Offers public skating hours
- Home to the Midland County Sports Hall of Fame
- Offers a meeting room for rink and community use
- Manages preventative maintenance and servicing of mechanical, electrical, HVAC, plumbing and refrigeration systems for the 107,000-square-foot facility

### **Arena Operations**

- Maintains two NHL-size ice rinks and one Olympic-size rink
- Offers 4 independent team rooms for each rink along with dedicated locker rooms for Dow High, Midland High and Northwood University
- Rents office space to Midland Amateur Hockey League, Midland Figure Skating Club and Midland Speed Skating Club

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Civic Arena	\$ 2,215,186	\$ 1,927,470	\$ 1,951,670	\$ 1,791,363	\$ 1,801,680	0.6%
<b>Total Department</b>	<b>\$ 2,215,186</b>	<b>\$ 1,927,470</b>	<b>\$ 1,951,670</b>	<b>\$ 1,791,363</b>	<b>\$ 1,801,680</b>	<b>0.6%</b>
Personal Services	\$ 406,062	\$ 434,819	\$ 517,329	\$ 414,656	\$ 451,982	9.0%
Supplies	29,816	26,404	30,650	20,868	25,775	23.5%
Other Services/Charges	733,584	811,302	743,313	670,461	655,530	-2.2%
Debt Service	1,027,786	641,070	640,378	640,378	633,393	-1.1%
Capital Outlay	17,938	13,875	20,000	45,000	35,000	-22.2%
<b>Total Department</b>	<b>\$ 2,215,186</b>	<b>\$ 1,927,470</b>	<b>\$ 1,951,670</b>	<b>\$ 1,791,363</b>	<b>\$ 1,801,680</b>	<b>0.6%</b>

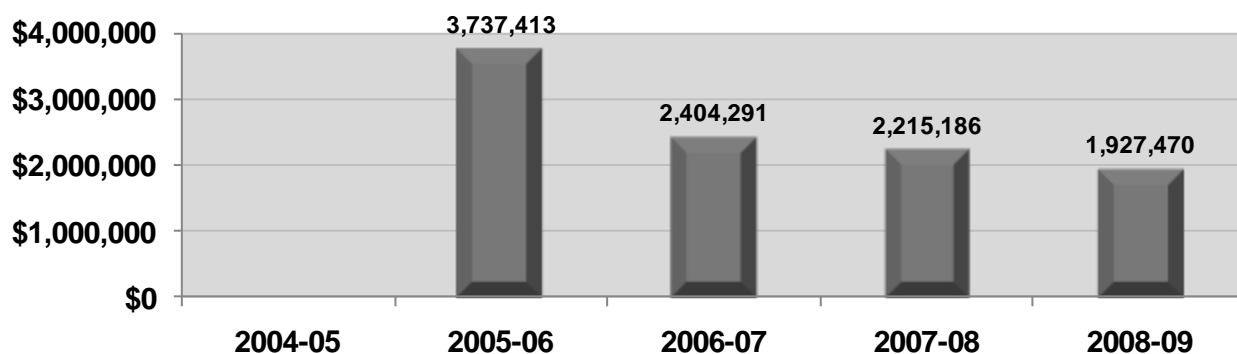
### Personnel Summary

Full-Time	-	1	2	2	2
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>

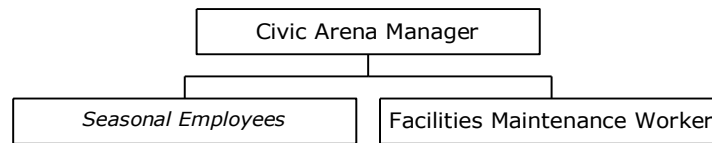
The Civic Arena is maintained and operated by full-time Parks & Recreation employees. Their labor and benefit costs are charged to the Civic Arena for the hours they spend working at the facility. This allows management the flexibility to schedule more or less employee hours as needed to meet the demands at the arena at different times of the year. Seasonal workers are hired to supplement peak season hours and special events. This method of staffing has been an efficient way to utilize our workforce and allows for flexibility in scheduling.

## Summary of Budget Changes

### 5-Year Operating Budget History



## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Civic Arena Manager	1	1	1
Facilities Maintenance Worker*	0	1	1
<b>Total Full-Time</b>	<b>1</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>1</b>	<b>2</b>	<b>2</b>

\* This is not a new position - in the past, the position was reported in the Parks and Recreation department with a labor transfer to the Civic Arena.

FUND 508 - CIVIC ARENA FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Skate shop	\$ 195,926	\$ 160,000	\$ 94,294	\$ 100,000
Skate sharpening	15,536	20,500	15,766	17,500
Open skating	57,573	80,000	61,344	67,500
Ice rentals	850,482	946,000	880,000	902,000
Skate rentals	11,546	15,500	11,941	15,500
Office rentals	5,818	6,460	7,120	8,360
Advertising revenues	35,082	40,000	29,880	35,000
Total operating revenues	<u>1,171,963</u>	<u>1,268,460</u>	<u>1,100,345</u>	<u>1,145,860</u>
<b>Operating Expenses</b>				
Personal services	434,819	517,329	414,656	451,982
Supplies	26,404	30,650	20,868	25,775
Other charges	811,302	733,313	660,461	645,530
Reserve for contingencies	-	10,000	10,000	10,000
Total operating expenses	<u>1,272,525</u>	<u>1,291,292</u>	<u>1,105,985</u>	<u>1,133,287</u>
Net Operating Loss	<u>(100,562)</u>	<u>(22,832)</u>	<u>(5,640)</u>	<u>12,573</u>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	969	(2,000)	(1,000)	(2,000)
Miscellaneous revenues	16,331	21,000	19,360	16,000
Interfund loan interest	(26,192)	(19,644)	(19,644)	(13,096)
Interest expense	(217,964)	(213,820)	(213,820)	(208,383)
Total non-operating revenues (expenses)	<u>(226,856)</u>	<u>(214,464)</u>	<u>(215,104)</u>	<u>(207,479)</u>
<b>Other Financing Sources (Uses)</b>				
Outside contributions	478,045	-	50,000	25,000
Investment in assets	(13,875)	(20,000)	(45,000)	(35,000)
Interfund loan principal	(261,914)	(261,914)	(261,914)	(261,914)
Operating transfers in	210,082	200,000	200,000	200,000
Retirement of debt	(135,000)	(145,000)	(145,000)	(150,000)
Total other financing sources (uses)	<u>277,338</u>	<u>(226,914)</u>	<u>(201,914)</u>	<u>(221,914)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(50,080)	(464,210)	(422,658)	(416,820)
Non-working Capital Adjustments	(10,096)	(5,000)	(5,000)	(10,000)
<b>Working Capital - beginning or year</b>	<u>(182,701)</u>	<u>(242,877)</u>	<u>(242,877)</u>	<u>(670,535)</u>
<b>Working Capital - end of year</b>	<u>\$ (242,877)</u>	<u>\$ (712,087)</u>	<u>\$ (670,535)</u>	<u>\$ (1,097,355)</u>

## CIVIC ARENA FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
Skate shop	\$ 94,294	\$ 100,000	103,500	107,123	110,872	114,753
Skate sharpening	15,766	17,500	18,113	18,747	19,403	20,082
Open skating	61,344	67,500	69,863	72,308	74,839	77,458
Ice rentals	880,000	902,000	933,570	966,245	1,000,064	1,035,066
Skate rentals	11,941	15,500	16,043	16,605	17,186	17,788
Advertising revenues	29,880	35,000	36,225	37,493	38,805	40,163
Office rentals	7,120	8,360	8,653	8,956	9,269	9,593
Total operating revenues	<u>1,100,345</u>	<u>1,145,860</u>	<u>1,185,967</u>	<u>1,227,477</u>	<u>1,270,438</u>	<u>1,314,903</u>
<b>Operating Expenses</b>						
Personal services	414,656	451,982	409,321	427,740	446,988	467,102
Supplies	20,868	25,775	26,291	26,817	27,353	27,900
Other charges	660,461	645,530	498,441	508,410	518,578	528,950
Reserve for contingencies	10,000	10,000	5,000	5,000	5,000	5,000
Total operating expenses	<u>1,105,985</u>	<u>1,133,287</u>	<u>939,053</u>	<u>967,967</u>	<u>997,919</u>	<u>1,028,952</u>
Net Operating Income (Loss)	<u>(5,640)</u>	<u>12,573</u>	<u>246,914</u>	<u>259,510</u>	<u>272,519</u>	<u>285,951</u>
<b>Non-operating Revenues (Expenses)</b>						
Investment earnings	(1,000)	(2,000)	(5,000)	(6,000)	(5,000)	(5,000)
Miscellaneous revenues	19,360	16,000	16,560	17,140	17,740	18,361
Interfund loan interest	(19,644)	(13,096)	(6,548)	-	-	-
Interest expense	<u>(213,820)</u>	<u>(208,383)</u>	<u>(202,458)</u>	<u>(196,458)</u>	<u>(190,270)</u>	<u>(183,708)</u>
Total non-operating revenues (expenses)	<u>(215,104)</u>	<u>(207,479)</u>	<u>(197,446)</u>	<u>(185,318)</u>	<u>(177,530)</u>	<u>(170,347)</u>
<b>Other Financing Sources (Uses)</b>						
Outside contributions	50,000	25,000	-	-	-	-
Interfund loan principal	(261,914)	(261,914)	(261,914)	-	-	-
Investment in assets	(45,000)	(35,000)	(25,000)	(25,000)	(25,000)	(25,000)
Operating transfers in	200,000	200,000	200,000	200,000	200,000	200,000
Retirement of debt	<u>(145,000)</u>	<u>(150,000)</u>	<u>(160,000)</u>	<u>(165,000)</u>	<u>(175,000)</u>	<u>(180,000)</u>
Total other financing sources (uses)	<u>(201,914)</u>	<u>(221,914)</u>	<u>(246,914)</u>	<u>10,000</u>	<u>-</u>	<u>(5,000)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(422,658)	(416,820)	(197,446)	84,192	94,989	110,604
Non-working Capital Adjustments	(5,000)	(10,000)	256,914	(10,000)	(5,000)	(10,000)
<b>Working Capital - beginning of year</b>	<u>(242,877)</u>	<u>(670,535)</u>	<u>(1,097,355)</u>	<u>(1,037,887)</u>	<u>(963,695)</u>	<u>(873,706)</u>
<b>Working Capital - end of year</b>	<u>\$ (670,535)</u>	<u>\$ (1,097,355)</u>	<u>\$ (1,037,887)</u>	<u>\$ (963,695)</u>	<u>\$ (873,706)</u>	<u>\$ (773,102)</u>

### ASSUMPTIONS:

Working capital goal:	
Personal services increase per year	4.50%
Operating expense increase per year	2.00%
Investment earnings on working capital	0.50%
Annual revenue increases	3.50%





Manager of Golf Operations.....	Paul Milholland
Assistant Golf Professional.....	Michael Woodfin
Golf Course Superintendent .....	Jerome Blahnik
Food and Beverage Manager .....	Paul Milholland





## Service Statement

The department's scope of services includes: administration; Clubhouse rentals; food and beverage service; Golf Shop operations; golf pass sales; daily operations accounting; upkeep and maintenance of the fairways, greens, grounds and facilities; scheduling and coordination of tee times, various league activities and special events related to golf activities; plus the Junior Golf Program and applications.

## Functions

### Administrative Services

- Administers department budget
- Reviews fees annually and recommends changes to keep the course competitive with the local golf market
- Markets and advertises for the golf course complex
- Manages staff assignments to provide proper coverage as dictated by course usage
- Offers a golf shop with logo apparel
- Coordinates golf outings for corporate and non-profit groups
- Operates golf leagues Monday – Thursday for 36 leagues comprised of approximately 800 golfers
- Provides for repairs and improvements to the courses

### Golf Operations

- Operates two 18-hole courses, a 9-hole par 3 course and a driving range
- Provides in-house turf maintenance services for all courses
- Hosts junior golf program for youth 17 years and under
- Offers an annual city tournament for local golfers
- Participates in a golf players committee during the golf season to receive input from the golfers on playability and course condition issues
- Operates a food and beverage service including the sale of alcohol

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
General Operations	\$ 1,175,368	\$ 897,731	\$ 673,983	\$ 786,680	\$ 295,530	-62.4%
East Course Operations	65,213	331,624	420,004	292,825	327,714	11.9%
West Course Operations	107,253	405,067	533,953	408,825	383,597	-6.2%
Food & Beverage	-	-	13,975	172,364	196,599	14.1%
Capital Outlay	520,006	26,965	29,000	20,998	51,000	142.9%
<b>Total Department</b>	<b>\$ 1,867,840</b>	<b>\$ 1,661,387</b>	<b>\$ 1,670,915</b>	<b>\$ 1,681,692</b>	<b>\$ 1,254,440</b>	<b>-25.4%</b>
Personal Services	\$ 723,622	\$ 933,807	\$ 987,437	\$ 942,638	\$ 690,805	-26.7%
Supplies	203,378	184,985	204,484	162,626	157,050	-3.4%
Other Services/Charges	371,034	515,630	449,994	555,430	355,585	-36.0%
Capital Outlay	520,006	26,965	29,000	20,998	51,000	142.9%
Operating Transfers Out	49,800	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 1,867,840</b>	<b>\$ 1,661,387</b>	<b>\$ 1,670,915</b>	<b>\$ 1,681,692</b>	<b>\$ 1,254,440</b>	<b>-25.4%</b>

### Personnel Summary

Full-Time	1	3	4	4	7
Regular Part-Time	-	-	1	1	-
<b>Total Department</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>7</b>

Beginning in the 2008 golf season, the operational expenses were broken out into East Course, West Course and General Operations (includes driving range, Par 3 course, clubhouse operations and power cart activities). This will provide management with better information for planning, monitoring and decision-making.

In October 2008 the Michigan Liquor Control Commission approved the City's liquor license application. In April 2009 the golf course began a comprehensive food and beverage operation that now includes the sale of alcohol. It is expected that the availability of alcohol will enhance revenues in not only the food and beverage category, but also in increased greens fees through the attraction of additional golfers to Currie.

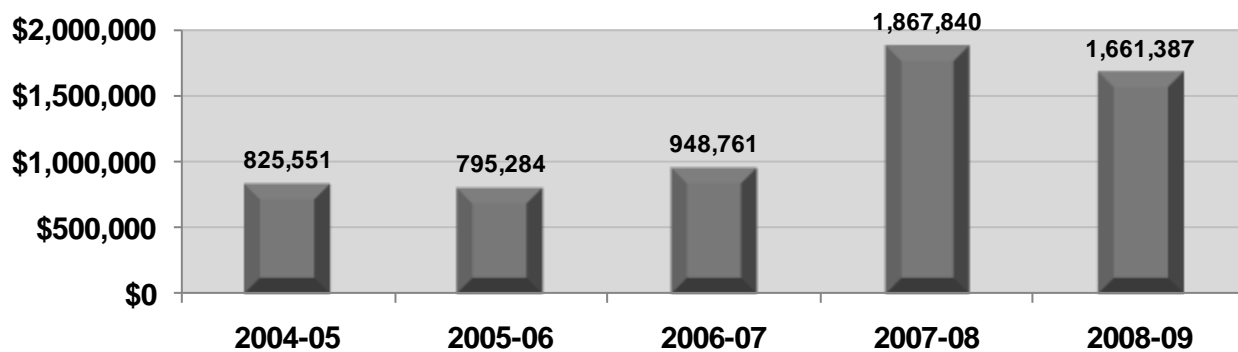
In the latter half of FY 2010, the following four significant events have been implemented:

1. The operational expenses of the food and beverage operation were segregated from the General Operations activity to provide for a separate detailed analysis of the food and beverage operation.
2. The previous position of Golf Course Supervisor and Special Projects was converted to an Unclassified Service position allowing for exempt status under the Fair Labor Standards Act. This position is now known as the Golf Course Superintendent, which has been filled.
3. The Golf Course has now been designated as the home account for all four permanent full time positions assigned to the Golf Course. Previously, it was the home account for one position while the other three were labor transfers from the General Fund.

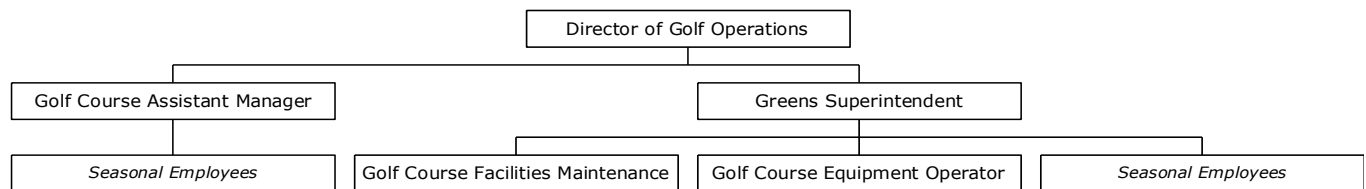
4. The City received a total of \$50,000 in grant funding from the Herbert H. and Grace A. Dow Foundation, the Rollin M. Gerstacker Foundation, the Midland Area Community Foundation, and the Currie Family to finance the retention of a golf industry consultant during the 2010 season to review all operations at Currie Golf Course and make recommendations to improve the financial health of the Golf Course Fund.

## Summary of Budget Changes

### 5-Year Operating Budget History



## Organizational Chart



## Currie Municipal Golf Course

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Director of Golf Operations	1	1	1
Golf Course Assistant Manager	0	1	1
General Supervisor - Golf Course	1	1	0
Greens Superintendent	0	0	1
Golf Course Facilities Maintenance	1	1	1
Golf Course Equipment Operator*	0	0	3
<b>Total Full-Time</b>	<b>3</b>	<b>4</b>	<b>7</b>
<u>Regular Part-Time</u>			
Food and Beverage Manager	0	1	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Department Total</b>	<b>3</b>	<b>5</b>	<b>7</b>

\* Equipment Operators at Currie Golf Course were previously reported in the Parks and Recreation Department. Labor expenses were charged to the Golf Course through transfers.

# Currie Municipal Golf Course

## FUND 584 - CURRIE MUNICIPAL GOLF COURSE FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Greens fees	\$ 526,723	\$ 690,000	\$ 455,722	\$ 560,000
Season memberships	158,376	181,500	152,400	160,000
Power cart rentals	197,209	235,000	182,058	200,000
Driving range rentals	25,155	35,000	25,597	28,000
Pro shop sales	50,900	55,000	55,085	47,000
Food and beverage sales	80,720	240,000	138,078	165,800
Other operating revenues	29,388	39,700	21,882	36,200
Total operating revenues	1,068,471	1,476,200	1,030,822	1,197,000
<b>Operating Expenses</b>				
Personal services	926,124	987,437	942,638	690,805
Supplies	184,985	204,484	162,626	157,050
Other charges	523,313	449,994	553,914	355,585
Total operating expenses	1,634,422	1,641,915	1,659,178	1,203,440
Net Operating Loss	(565,951)	(165,715)	(628,356)	(6,440)
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	(6,647)	(11,560)	(3,445)	(2,000)
Miscellaneous revenues	4,938	-	55,000	-
Miscellaneous expenses	-	-	(1,516)	-
Total non-operating revenues (expenses)	(1,709)	(11,560)	50,039	(2,000)
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	2,000	-	145,000	62,753
Investment in assets	(26,965)	(29,000)	(20,998)	(51,000)
Total other financing sources (uses)	(24,965)	(29,000)	124,002	11,753
Excess of Revenues and Other Sources Over (Under) Expenses and Other Uses	(592,625)	(206,275)	(454,315)	3,313
<b>Working Capital - beginning of year</b>	(685,049)	(1,277,674)	(1,277,674)	(1,731,989)
<b>Working Capital - end of year</b>	<u>\$ (1,277,674)</u>	<u>\$ (1,483,949)</u>	<u>\$ (1,731,989)</u>	<u>\$ (1,728,676)</u>

## CURRIE MUNICIPAL GOLF COURSE FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
Greens fees	\$ 455,722	\$ 560,000	\$ 579,000	\$ 599,000	\$ 620,000	\$ 641,000
Season memberships	152,400	160,000	166,000	172,000	178,000	184,000
Power cart rentals	182,058	200,000	207,000	214,000	221,000	229,000
Driving range rentals	25,597	28,000	29,000	30,000	31,000	32,000
Pro shop sales	55,085	47,000	49,000	51,000	53,000	55,000
Food and beverage sales	138,078	165,800	174,000	183,000	192,000	202,000
Other operating revenues	21,882	36,200	38,000	39,000	40,000	41,000
Total operating revenues	1,030,822	1,197,000	1,242,000	1,288,000	1,335,000	1,384,000
<b>Operating Expenses</b>						
Personal services	942,638	690,805	701,985	715,877	731,326	748,209
Supplies	162,626	157,050	152,100	148,100	149,100	150,100
Other charges	553,914	355,585	356,103	355,495	361,679	368,241
Total operating expenses	1,659,178	1,203,440	1,210,188	1,219,472	1,242,105	1,266,550
Net Operating Income (Loss)	(628,356)	(6,440)	31,812	68,528	92,895	117,450
<b>Non-operating Revenues (Expenses)</b>						
Investment earnings	(3,445)	(2,000)	(1,000)	-	-	-
Miscellaneous revenues	55,000	-	-	-	-	-
Miscellaneous expenses	(1,516)	-	-	-	-	-
Total non-operating revenues (expenses)	50,039	(2,000)	(1,000)	-	-	-
<b>Other Financing Uses</b>						
Operating transfers in	145,000	62,753	98,038	132,562	167,038	200,465
Investment in Assets	(20,998)	(51,000)	(51,000)	(51,000)	(51,000)	(51,000)
Total other financing sources (uses)	124,002	11,753	47,038	81,562	116,038	149,465
Excess of Revenues and Other Sources Over (Under) Expenses and Other Uses	(454,315)	3,313	77,850	150,090	208,933	266,915
<b>Working Capital - beginning of year</b>	<u>(1,277,674)</u>	<u>(1,731,989)</u>	<u>(1,728,676)</u>	<u>(1,650,826)</u>	<u>(1,500,736)</u>	<u>(1,291,803)</u>
<b>Working Capital - end of year</b>	<u>\$ (1,731,989)</u>	<u>\$ (1,728,676)</u>	<u>\$ (1,650,826)</u>	<u>\$ (1,500,736)</u>	<u>\$ (1,291,803)</u>	<u>\$ (1,024,888)</u>
<b>ASSUMPTIONS:</b>						
Revenue increase per year	3.50%					
Rate increase	3.50%					
Operating expense increase per year	1.00%					
Investment earnings on working capital	0.50%					
Annual dividends on donated stock	\$ 5,000					



**City Treasurer ..... Dana Strayer**





FUND 585 - PARKING FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
Meter collections	\$ 4,645	\$ 5,723	\$ 4,500	\$ 4,500
Parking tickets	13,913	18,000	17,500	18,000
Leased parking	27,830	37,500	35,756	35,750
Parking structure leases	45,612	47,873	45,831	46,850
Total operating revenues	92,000	109,096	103,587	105,100
<b>Operating Expenses</b>				
Administration	14,936	15,888	16,108	17,417
Parking enforcement	51,865	25,332	26,486	25,632
Lot maintenance	7,612	13,261	17,930	13,036
Parking structure maintenance	90,000	90,000	90,000	90,000
Total operating expenses	164,413	144,481	150,524	146,085
Net Operating Loss	(72,413)	(35,385)	(46,937)	(40,985)
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	422	584	50	50
Total non-operating revenues (expenses)	422	584	50	50
<b>Other Financing Sources</b>				
Operating transfer in - DDA Fund	45,000	45,000	45,000	45,000
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(26,991)	10,199	(1,887)	4,065
<b>Working Capital - beginning of year</b>	44,800	17,809	17,809	15,922
<b>Working Capital - end of year</b>	\$ 17,809	\$ 28,008	\$ 15,922	\$ 19,987

## PARKING FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
Meter collections	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Parking tickets	17,500	18,000	18,000	18,000	18,000	18,000
Leases	81,587	82,600	84,252	85,937	87,656	89,409
Total operating revenues	103,587	105,100	106,752	108,437	110,156	111,909
<b>Operating Expenses</b>						
Administration	16,108	17,417	17,765	18,120	18,482	18,852
Parking enforcement	26,486	25,632	26,145	26,668	27,201	27,745
Lot maintenance	17,930	13,036	13,297	13,563	13,834	14,111
Parking structure maintenance	90,000	90,000	90,000	90,000	90,000	90,000
Total operating expenses	150,524	146,085	147,207	148,351	149,517	150,708
Net Operating Loss	(46,937)	(40,985)	(40,455)	(39,914)	(39,361)	(38,799)
<b>Non-operating Revenues</b>						
Investment earnings	50	50	100	123	149	178
<b>Other Financing Sources (Uses)</b>						
Operating transfer in - DDA Fund	45,000	45,000	45,000	45,000	45,000	45,000
Total other financing sources (uses)	45,000	45,000	45,000	45,000	45,000	45,000
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(1,887)	4,065	4,645	5,209	5,788	6,379
<b>Working Capital - beginning of year</b>	17,809	15,922	19,987	24,632	29,841	35,629
<b>Working Capital - end of year</b>	\$ 15,922	\$ 19,987	\$ 24,632	\$ 29,841	\$ 35,629	\$ 42,008
<b>ASSUMPTIONS:</b>						
Lease rate increases	2.00%					
Operating expense increase per year	2.00%					
Investment earnings on working capital	0.50%					



<b>Director of Planning and Community Development .....</b>	<b>Keith Baker</b>
<b>Riverside Place Senior Housing Manager.....</b>	<b>Catherine Marcy</b>
<b>Washington Woods Senior Housing Manager .....</b>	<b>Candace Balis</b>
<b>Riverside Place Senior Housing Health Coordinator .....</b>	<b>Michel Hupfer</b>
<b>Washington Woods Senior Housing Health Coordinator .....</b>	<b>Carole Winter</b>



### Service Statement

The goal of Senior Housing at the City of Midland is to allow our residents to “age in place” and remain in their own apartment for as long as is safely possible. Support services such as a meal plan and health monitoring are offered.

All expenses must be met with rent revenue, because no operating subsidy is received. Washington Woods and Riverside Place are debt-free and non-profit. Between the two complexes, there are a total of 364 apartments. One- and two-bedroom apartments are available. There are no maximum or minimum income levels. Residents represent a broad range of incomes.

You are eligible to live at either senior living community:

- If you or your spouse is 62 years or older in any income range;
- If you meet written tenant selection criteria and have a home assessment by our health coordinator;
- Persons 55 years of age or older in any income range are considered when there is no waiting list for those 62 years and older.

The waiting list rankings are determined by application date.

A wide variety of planned activities are offered from bingo to Bible study. Each apartment is equipped with an emergency call system, and the front entrances are locked at all times. Card and craft shops are operated by the Tenant Council. Laundry facilities and beauty shops are also located within the buildings.

Good customer service, friendly, helpful staff and a well-maintained building are key elements in drawing new residents and retaining current ones. Senior Housing adheres to fair housing policies and ensures equal housing opportunities for all people, regardless of race, color, national origin, religion, sex, familial status and/or disability.

## Functions

### **Administration**

- Prepares and administers the department budget
- Develops and administers the capital improvement budget
- Establishes and maintains good working relationships with residents, families, contractors and service agencies
- Develops resident policies, resolves resident conflicts and ensures a safe living environment for residents
- Coordinates and delegates work to appropriate personnel
- Monitors department activities to assure efficient operations and adherence to established policies, practices and procedures
- Ensures safe working methods and facilitates safe working behavior

### **Office Staff**

- Coordinates rental application process and calculates waiting list placement
- Fills apartment vacancies, completes apartment rental paperwork and calculates rent
- Conducts tours for prospective tenants and visitors
- Composes and distributes written communications regarding policies and special events
- Plans and coordinates social activities, entertainment and other resident functions
- Inputs time card information into the payroll system
- Records resident billing and daily meal charges; prepares resident invoices
- Conducts annual resident rent review and adjusts rents
- Prepares a variety of financial reports
- Issues purchase orders and prepares bills for payment
- Orders requested supplies
- Checks in residents at daily meal
- Produces work orders for maintenance to complete

### **Maintenance**

- Keeps inventory of supplies & places orders
- Schedules and coordinates contractual work
- Troubleshoots and makes repairs within the building, including residents' apartments
- Cleans and maintains the appearance of the public areas
- Maintains the grounds, including mowing, landscaping and removing snow
- Completes renovation on vacated apartments
- Sets up tables, chairs and equipment for activities
- Maintains grounds & maintenance equipment
- Repairs and cleans furnace and air conditioning units

### **Health Service Coordinator**

- Conducts pre-admission assessments
- Assesses health levels of residents for continued residency and advises management of issues
- Initiates and facilitates family conferences to ensure resident is receiving appropriate health care
- Oversees resident health care services; supervises nursing staff and health care contractors
- Plans, coordinates and conducts health care education programs for housing residents and City staff
- Serves as a resident health advocate
- Acts as facility contact for discharge planning after a hospitalization or long term care stay
- Identifies the need for and administers proper infection control procedures

### **Senior Housing Nurse**

- Assesses the needs of residents regarding their physical and mental conditions
- Monitors resident status and arranges for appropriate intervention
- Maintains and updates medical histories
- Counsels residents and families regarding aging issues
- Assists with health screening, health fairs and flu clinics
- Serves as a resident health advocate
- Responds to emergency situations

## Department at a Glance - Riverside Place

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Riverside	\$ 1,256,352	\$ 1,292,226	\$ 1,340,454	\$ 1,304,275	\$ 1,366,255	4.8%
<b>Total Department</b>	<b>\$ 1,256,352</b>	<b>\$ 1,292,226</b>	<b>\$ 1,340,454</b>	<b>\$ 1,304,275</b>	<b>\$ 1,366,255</b>	<b>4.8%</b>
Personal Services	\$ 578,930	\$ 599,918	\$ 639,607	\$ 602,068	\$ 634,049	5.3%
Supplies	23,638	14,179	23,720	23,720	23,720	0.0%
Other Services/Charges	525,618	532,747	589,577	590,937	615,191	4.1%
Miscellaneous	73,028	65,418	66,000	66,000	66,000	0.0%
Capital Outlay	45,138	69,964	11,550	11,550	17,295	49.7%
Operating Transfers Out	10,000	10,000	10,000	10,000	10,000	0.0%
<b>Total Department</b>	<b>\$ 1,256,352</b>	<b>\$ 1,292,226</b>	<b>\$ 1,340,454</b>	<b>\$ 1,304,275</b>	<b>\$ 1,366,255</b>	<b>4.8%</b>

### Personnel Summary

Full-Time	6	6	6	6	6
Regular Part-Time	4	4	4	4	4
<b>Total Department</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Department at a Glance - Washington Woods

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Washington Woods	\$ 1,349,476	\$ 1,405,910	\$ 1,396,981	\$ 1,282,017	\$ 1,365,521	6.5%
<b>Total Department</b>	<b>\$ 1,349,476</b>	<b>\$ 1,405,910</b>	<b>\$ 1,396,981</b>	<b>\$ 1,282,017</b>	<b>\$ 1,365,521</b>	<b>6.5%</b>
Personal Services	\$ 677,673	\$ 665,788	\$ 708,992	\$ 629,475	\$ 675,002	7.2%
Supplies	30,802	32,758	37,411	28,411	35,738	25.8%
Other Services/Charges	522,548	529,882	556,716	546,632	568,691	4.0%
Miscellaneous	91,157	92,082	88,362	77,499	80,090	3.3%
Capital Outlay	27,296	85,400	5,500	-	6,000	0.0%
<b>Total Department</b>	<b>\$ 1,349,476</b>	<b>\$ 1,405,910</b>	<b>\$ 1,396,981</b>	<b>\$ 1,282,017</b>	<b>\$ 1,365,521</b>	<b>6.5%</b>

### Personnel Summary

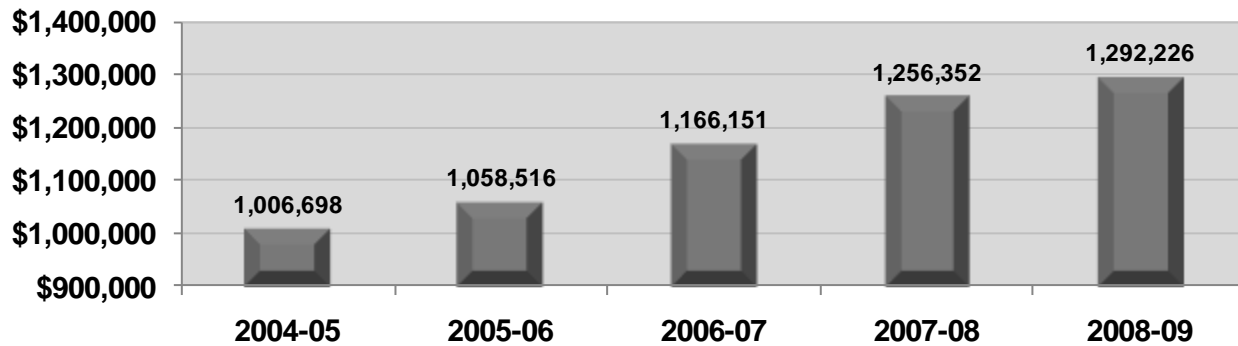
Full-Time	7	7	6	6	6
Regular Part-Time	5	5	6	6	5
<b>Total Department</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>11</b>

## Summary of Budget Changes

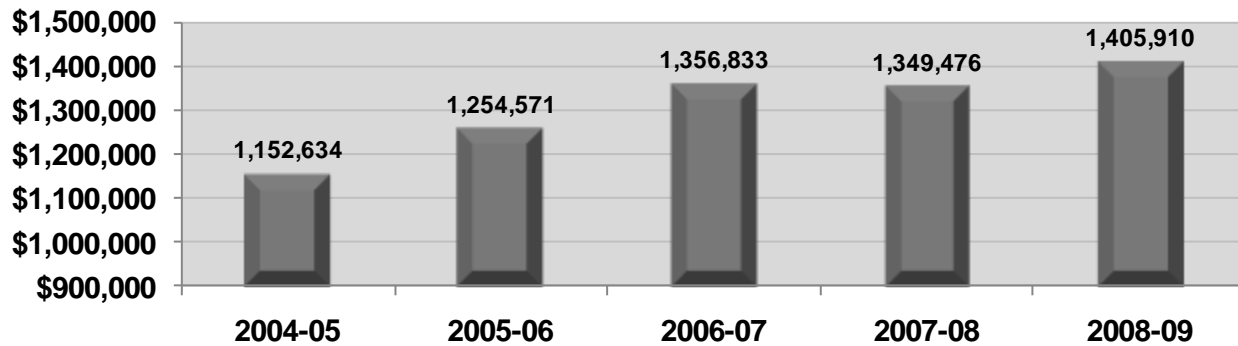
### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

- Through attrition, reduced full-time staff assistant position to part-time.

### 5-Year Operating Budget History – Riverside Place



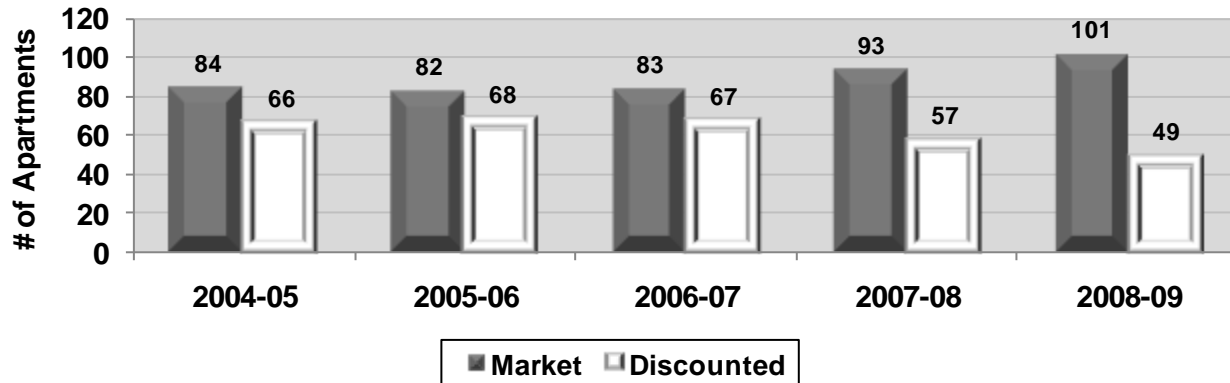
### 5-Year Operating Budget History – Washington Woods



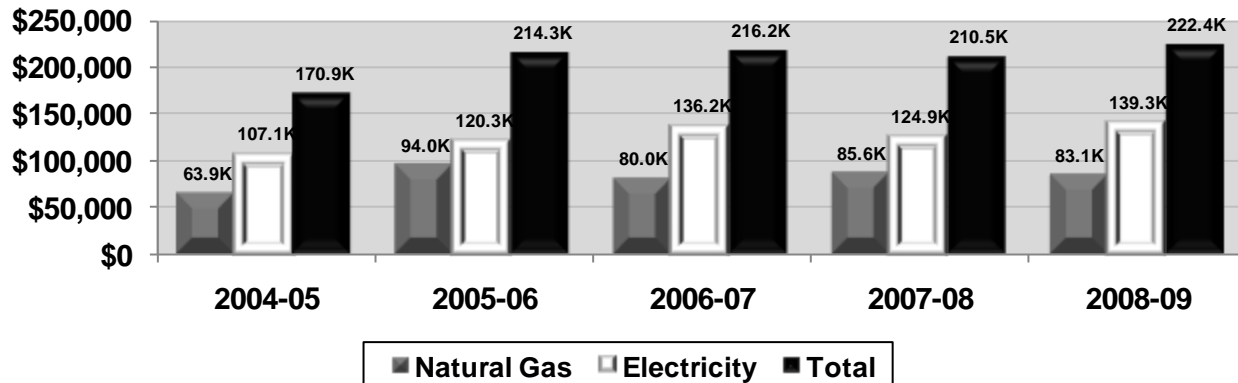


## Key Departmental Trends – Riverside Place

### Market vs Discounted Trend



### Annual Utility Trend

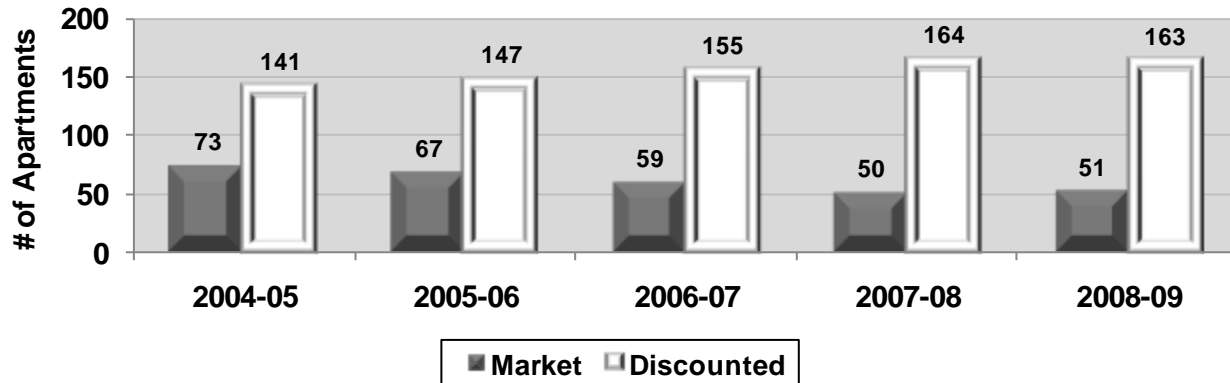


## Performance Objectives – Riverside Place

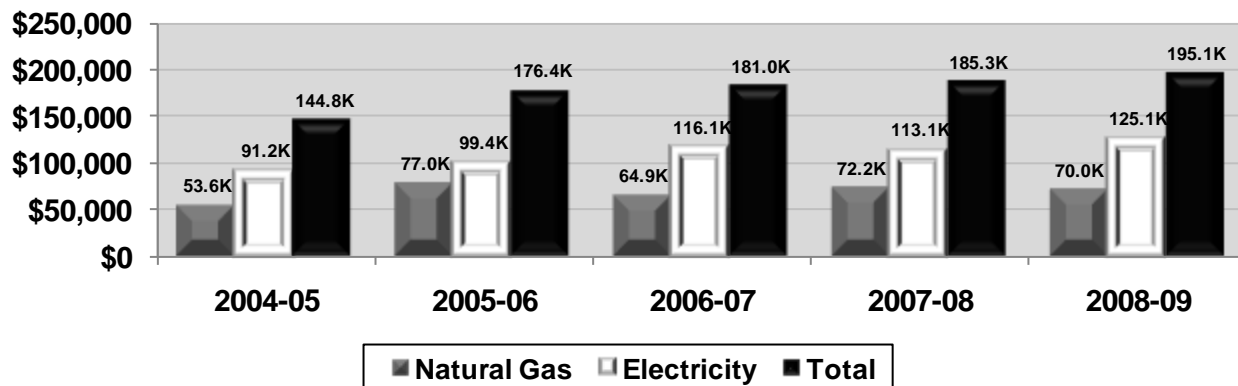
Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Apartment Renovations	53	36	-32.1%
Number of apartments serviced	150	150	0.0%
Performance Indicators (EFFICIENCY)	2007-08 Actual	2008-09 Actual	% Change
% Occupancy	100%	100%	0.0%
Apartment Turnover by Maintenance (Average per month)	4.4	3.0	-31.8%

## Key Departmental Trends – Washington Woods

### Market vs Discounted Trend



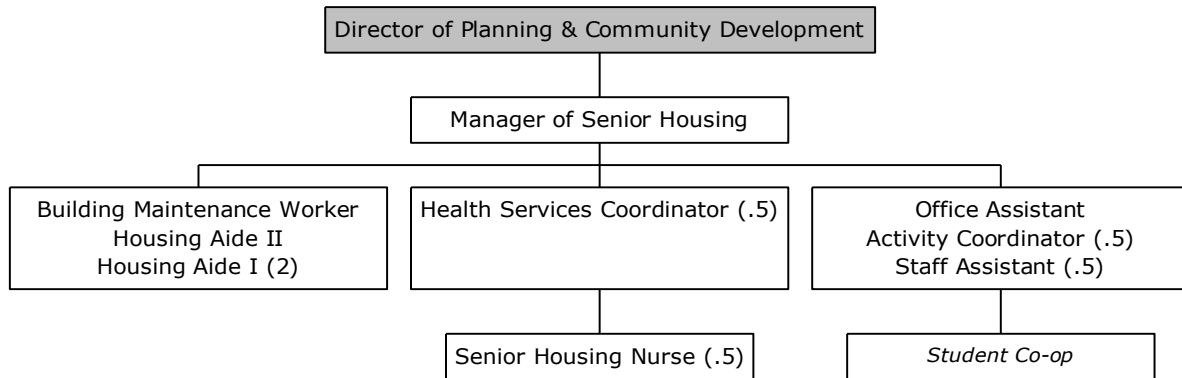
### Annual Utility Trend



## Performance Objectives – Washington Woods

Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Health Coordinator Assessments – New Residents	39	39	0.0%
Meals Served	31,751	32,281	1.7%
Resident Activities	583	593	1.7%
Performance Indicators (EFFICIENCY)	2007-08 Actual	2008-09 Actual	% Change
Apartment Renovations	40	33	-17.5%

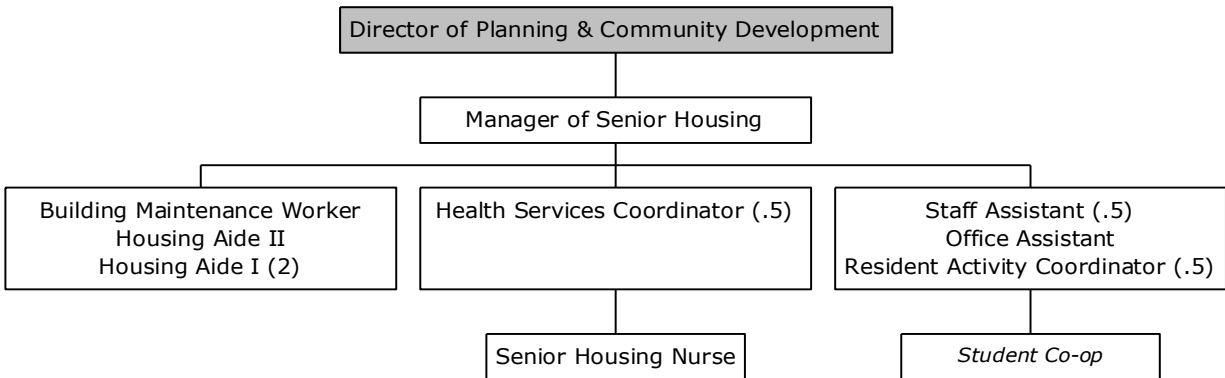
## Organizational Chart – Riverside Place



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Building Maintenance Worker	1	1	1
Housing Aide II	1	1	1
Housing Aide I	2	2	2
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	1	1	1
Staff Assistant	1	1	1
Activity Coordinator	1	1	1
<b>Total Regular Part-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Department Total</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Organizational Chart – Washington Woods



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Staff Assistant	1	0	0
Building Maintenance Worker	1	1	1
Housing Aide II	1	1	1
Housing Aide I	2	2	2
<b>Total Full-Time</b>	<b>7</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	2	2	2
Office Assistant	1	1	0
Resident Activity Coordinator	0	0	1
Staff Assistant	0	1	1
Housing Aide I	1	1	0
<b>Total Regular Part-Time</b>	<b>5</b>	<b>6</b>	<b>5</b>
<b>Department Total</b>	<b>12</b>	<b>12</b>	<b>11</b>

The total number of employees for Washington Woods has been reduced by one in addition to one full time position being reduced to a part-time position as a result of a staff retirement.

FUND 537 - RIVERSIDE PLACE FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
Apartment rentals	\$ 1,164,172	\$ 1,209,600	\$ 1,209,600	\$ 1,251,720
Carport rentals	6,115	6,300	6,000	6,000
Total operating revenues	1,170,287	1,215,900	1,215,600	1,257,720
<b>Operating Expenses</b>				
Personal services	599,918	639,607	602,068	634,049
Supplies	14,179	23,720	23,720	23,720
Other charges	532,747	579,577	580,937	605,191
Reserve for contingencies	-	10,000	10,000	10,000
Total operating expenses	1,146,844	1,252,904	1,216,725	1,272,960
Net Operating Income (Loss)	23,443	(37,004)	(1,125)	(15,240)
<b>Non-operating Revenues (Expenses)</b>				
Food services	(65,418)	(66,000)	(66,000)	(66,000)
Supportive living	35,595	35,000	35,000	35,000
Investment earnings	17,527	18,000	4,121	4,121
Miscellaneous revenues	96,928	92,900	90,704	92,250
Total non-operating revenues (expenses)	84,632	79,900	63,825	65,371
<b>Other Financing Uses</b>				
Operating transfer out - Washington Woods	(10,000)	(10,000)	(10,000)	(10,000)
Investment in assets	(69,964)	(11,550)	(11,550)	(17,295)
Total other financing uses	(79,964)	(21,550)	(21,550)	(27,295)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	28,111	21,346	41,150	22,836
<b>Working Capital - beginning of year</b>	801,102	829,213	829,213	870,363
<b>Working Capital - end of year</b>	\$ 829,213	\$ 850,559	\$ 870,363	\$ 893,199

## RIVERSIDE PLACE FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
Apartment rentals	\$ 1,209,600	\$ 1,251,720	\$ 1,306,159	\$ 1,362,198	\$ 1,420,944	\$ 1,482,542
Carport rentals	6,000	6,000	6,000	6,000	6,000	6,000
Total operating revenues	1,215,600	1,257,720	1,312,159	1,368,198	1,426,944	1,488,542
<b>Operating Expenses</b>						
Personal services	602,068	634,049	662,581	692,397	723,555	756,115
Supplies	23,720	23,720	23,894	24,072	24,253	24,438
Other charges	580,937	605,191	617,295	629,641	642,234	655,079
Reserve for contingencies	10,000	10,000	5,000	5,000	5,000	5,000
Total operating expenses	1,216,725	1,272,960	1,308,770	1,351,110	1,395,042	1,440,632
Net Operating Income (Loss)	(1,125)	(15,240)	3,389	17,088	31,902	47,910
<b>Non-operating Revenues (Expenses)</b>						
Food services	(66,000)	(66,000)	(66,000)	(66,000)	(66,000)	(66,000)
Supportive living	35,000	35,000	35,000	35,000	35,000	35,000
Investment earnings	4,121	4,121	4,466	4,732	5,078	5,511
Miscellaneous revenues	90,704	92,250	94,298	96,407	98,579	100,816
Total non-operating revenues (expenses)	63,825	65,371	67,764	70,139	72,657	75,327
<b>Other Financing Uses</b>						
Operating transfer out - Washington Woods	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Investment in assets	(11,550)	(17,295)	(8,000)	(8,000)	(8,000)	(17,000)
Total other financing uses	(21,550)	(27,295)	(18,000)	(18,000)	(18,000)	(27,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	41,150	22,836	53,153	69,227	86,559	96,237
<b>Working Capital - beginning of year</b>	829,213	870,363	893,199	946,352	1,015,580	1,102,139
<b>Working Capital - end of year</b>	\$ 870,363	\$ 893,199	\$ 946,352	\$ 1,015,580	\$ 1,102,139	\$ 1,198,376

### ASSUMPTIONS:

Working capital goal	\$ 400,000
Annual market rent increase FY10/11	3.00%
Annual market rent increase thereafter	5.00%
Annual non-market rent increase	1.00%
Miscellaneous revenue increase	3.00%
Operating expense increase per year	2.00%
Personal services increase per year	4.50%
Investment earnings on working capital	0.50%
Investment in assets: five-year capital plan	

**FUND 536 - WASHINGTON WOODS FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011**

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
Apartment rentals	\$ 1,200,933	\$ 1,231,536	\$ 1,246,218	\$ 1,253,589
Carport rentals	7,886	7,534	7,262	7,262
Total operating revenues	1,208,819	1,239,070	1,253,480	1,260,851
<b>Operating Expenses</b>				
Personal services	665,788	708,992	629,475	675,002
Supplies	32,758	37,411	28,411	35,738
Other charges	529,882	546,716	541,632	558,691
Reserve for contingencies	-	10,000	5,000	10,000
Total operating expenses	1,228,428	1,303,119	1,204,518	1,279,431
Net Operating Income (Loss)	(19,609)	(64,049)	48,962	(18,580)
<b>Non-operating Revenues (Expenses)</b>				
Food services	(64,078)	(75,062)	(64,699)	(67,290)
Investment earnings	14,859	15,156	3,640	3,640
Miscellaneous revenues	146,154	130,260	136,185	139,881
Miscellaneous expenses	(28,004)	(13,300)	(12,800)	(12,800)
Total non-operating revenues (expenses)	68,931	57,054	62,326	63,431
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(85,400)	(5,500)	-	(6,000)
Operating transfers in	73,357	10,000	10,000	10,000
Total other financing sources (uses)	(12,043)	4,500	10,000	4,000
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	37,279	(2,495)	121,288	48,851
<b>Working Capital - beginning of year</b>	677,617	714,896	714,896	836,184
<b>Working Capital - end of year</b>	\$ 714,896	\$ 712,401	\$ 836,184	\$ 885,035

## WASHINGTON WOODS FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
Apartment rentals	\$ 1,246,218	\$ 1,253,589	\$ 1,276,563	\$ 1,300,549	\$ 1,325,592	\$ 1,351,745
Carport rentals	7,262	7,262	7,298	7,334	7,371	7,408
Total operating revenues	1,253,480	1,260,851	1,283,861	1,307,883	1,332,963	1,359,153
<b>Operating Expenses</b>						
Personal services	629,475	675,002	705,377	737,119	770,289	804,952
Supplies	28,411	35,738	36,093	36,455	36,824	37,200
Other charges	541,632	558,691	569,865	581,262	592,887	604,745
Reserve for contingencies	5,000	10,000	10,000	10,000	10,000	10,000
Total operating expenses	1,204,518	1,279,431	1,321,335	1,364,836	1,410,000	1,456,897
Net Operating Loss	48,962	(18,580)	(37,474)	(56,953)	(77,037)	(97,744)
<b>Non-operating Revenues (Expenses)</b>						
Food services	(64,699)	(67,290)	(67,290)	(67,290)	(67,290)	(67,290)
Investment earnings	3,640	3,640	4,425	4,520	4,519	4,438
Miscellaneous revenues	136,185	139,881	141,319	142,800	144,326	145,898
Miscellaneous expenses	(12,800)	(12,800)	(13,056)	(13,317)	(13,583)	(13,855)
Total non-operating revenues (expenses)	62,326	63,431	65,398	66,713	67,972	69,191
<b>Other Financing Sources (Uses)</b>						
Investment in assets	-	(6,000)	(19,000)	(20,000)	(17,000)	(32,000)
Operating transfers in	10,000	10,000	10,000	10,000	10,000	10,000
Total other financing sources (uses)	10,000	4,000	(9,000)	(10,000)	(7,000)	(22,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	121,288	48,851	18,924	(240)	(16,065)	(50,553)
<b>Working Capital - beginning of year</b>	714,896	836,184	885,035	903,959	903,719	887,655
<b>Working Capital - end of year</b>	\$ 836,184	\$ 885,035	\$ 903,959	\$ 903,719	\$ 887,655	\$ 837,102

### ASSUMPTIONS:

Working capital goal	\$ 500,000
Annual market rent increase	5.00%
Annual non-market rent increase 2010-11	0%
Annual non-market rent increase after 2010-11	1.00%
Increase in carport rent after FY 10/11	0.50%
Operating expense increase per year	2.00%
Personal services increase per year	4.50%
Miscellaneous income increase per year	3.00%
Miscellaneous expense increase per year	2.00%
Investment earnings on working capital	0.50%
Investment in assets: five-year capital plan	





Utilities Director .....	Noel Bush
Landfill Superintendent .....	Scott O’Laughlin
Wastewater Superintendent .....	Kevin Babinski
Water Superintendent .....	David Love
Budget Analyst .....	Joseph Sova



## Service Statement

Facilitate, monitor and audit all Utilities Department budgets according to City guidelines to ensure availability of funds to effectively provide department services. Coordinate funding and assist division superintendents in the financial aspects of their operations, as well as with City Council communications relating to analysis, reporting and purchasing initiatives.

## Functions

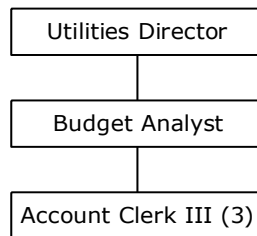
### Utilities Administration

- Oversees, coordinates and facilitates the operating and capital budgeting, major purchasing initiatives and communications for each of the following Utilities enterprise and special revenue funds:
  - Landfill Enterprise Fund
  - Wastewater Enterprise Fund
  - Water Enterprise Fund
  - Storm Water Management Special Revenue Fund
  - Assesses and administers environmental issues impacting the City

### Customer Service and Billing

- Provides water and sewer billing for the City's retail, wholesale and industrial customers
- Account management and administration
- Issues new water permits
- Coordinates work orders for new meter sets, final bill meter reading, repairs, shut-offs and meter change-outs
- Water service and billing inquiries
- Educates consumers on leak detection and water loss through leaky toilets, etc.

## Organizational Chart







**Landfill Superintendent..... Scott O’Laughlin**



## Service Statement

Landfill staff is responsible for safe, efficient and regulatory-compliant disposal of all non-hazardous solid waste in Midland County. Midland is a closed county, meaning Midland waste does not leave and waste from other counties or states does not enter the county for disposal. The site is open Monday through Friday, 8:00 a.m. – 4:00 p.m. all year, and on Saturdays from 8:30 a.m. – noon during the months of March through November. We process an average of over 100 vehicles per day, which amounts to roughly 550 tons per day of waste that's buried.

The site began filling Cell 16 in fiscal year 2007-08, a cell construction project, which added 11 acres of waste disposal. Including future cell construction, the site has an estimated life of over 40 years remaining. We are also investigating the addition of a Type III (inert waste) waste disposal cell on the property to further extend the site life. Finally, the new technology of bioreactor, or liquid introduction to waste, cells is being implemented into the operation over the next few years. Along with the installation of a landfill gas collection system during the current fiscal year for conversion to energy, the site will reduce gas migration off the property and offset of current energy use, and in the future provide a source of revenue through energy sale. These projects are subject to review and approval by our regulatory agency, the Michigan Department of Environmental Quality, in accordance with Part 115 of PA 451, as amended.

The City also runs a large scale yard waste composting operation on the property. Over 40,000 cubic yards of leaves and grass are ground, mixed, rotated several times and eventually screened to generate high-quality compost. The material is currently used completely on City projects.

We support recycling and education at the site. We have a scrap metal drop-off area where metals are collected for disposal at a recycling yard, which also provides some revenue. Concrete and asphalt are recycled when brought to the site, and their use results in good road conditions in the waste disposal area. Tours are provided to hundreds of school students each year promoting recycling.

We have consultants perform groundwater, surface water and air monitoring at the site to ensure we are not releasing pollutants from the site. Landfill staff strives to maintain a park-like appearance through grounds keeping, litter control and dust minimization.

The Landfill provides a drop off location for five to six household hazardous waste collections held annually. The materials are taken off site for proper disposal by a hazardous waste disposal firm. The program is provided to citizens at no expense. Electronic waste collections for recycling have also been added to minimize the amount of those materials being disposed of at the site.

Citizens have convenient access to dumpsters on a paved, elevated pad for disposal of small volumes of waste. Each household in the City of Midland and Midland County is allowed a single visit each month of up to three cubic yards of waste at no charge (excludes tires; maximum one appliance). Additional volume or visits within the calendar month are charged at the rates posted at the site and in the City's Code of Ordinances. Disposal fees were reduced in 2003 for all waste types, and had not increased during the ten prior years.

## Functions

### **Waste Disposal for Midland County**

- Residential waste drop-off area for convenient disposal for citizens, including 3 yards per residence per month for free
- Commercial/industrial non-hazardous solid waste
- Asbestos
- Contaminated soil

### **Recycling**

- Yard waste: 40,000+ yards of leaves & grass processed into compost annually
- Grinds up brush for internal use
- Separates scrap metal where possible and sells for scrap value
- Keeps concrete & asphalt waste separate for crush-ing & reuse as road or road base material on site
- Uses waste foundry sand for daily waste cover, avoiding use of virgin sand for cover
- Supports Midland Area Recycling Center, located on site
- Provides tours to schools from pre-kindergarten through college

### **Site Maintenance**

- Maintains park-like appearance
- Dust minimization
- Controls litter
- Erosion prevention
- Gas odor control
- Pump system maintenance

### **Regulatory Compliance/Environmental Stewardship**

- Customer service: processes an average of over 100 vehicles daily
- Inspects loads to prevent prohibited waste disposal
- Keeps records for reporting to Michigan Department of Environmental Quality
- Monitors groundwater to verify no contamination of water table beneath site
- Installing a landfill gas collection system to reduce odor concerns and generate energy
- Designing bioreactor landfill cell to extend site life and reduce future liability



## Department at a Glance

Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Landfill	\$ 4,178,779	\$ 5,732,492	\$ 6,229,030	\$ 4,929,571	\$ 4,056,982	-17.7%
<b>Total Department</b>	<b>\$ 4,178,779</b>	<b>\$ 5,732,492</b>	<b>\$ 6,229,030</b>	<b>\$ 4,929,571</b>	<b>\$ 4,056,982</b>	<b>-17.7%</b>
Personal Services	\$ 885,246	\$ 930,889	\$ 1,012,378	\$ 929,347	\$ 1,019,268	9.7%
Supplies	211,655	188,007	201,449	200,118	195,949	-2.1%
Other Services/Charges	1,236,854	1,609,886	1,589,041	1,557,422	1,310,565	-15.9%
Perpetual Care	-	-	125,000	125,000	125,000	0.0%
Miscellaneous	162,032	81,778	45,000	57,332	56,200	-2.0%
Capital Outlay	1,682,992	2,848,200	2,882,162	1,686,352	1,350,000	-19.9%
Interfund Loans Issued	-	-	374,000	374,000	-	-100.0%
Operating Transfers Out	-	73,732	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 4,178,779</b>	<b>\$ 5,732,492</b>	<b>\$ 6,229,030</b>	<b>\$ 4,929,571</b>	<b>\$ 4,056,982</b>	<b>-17.7%</b>

### Personnel Summary

Full-Time	9	9	9	9	9
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

## Summary of Budget Changes

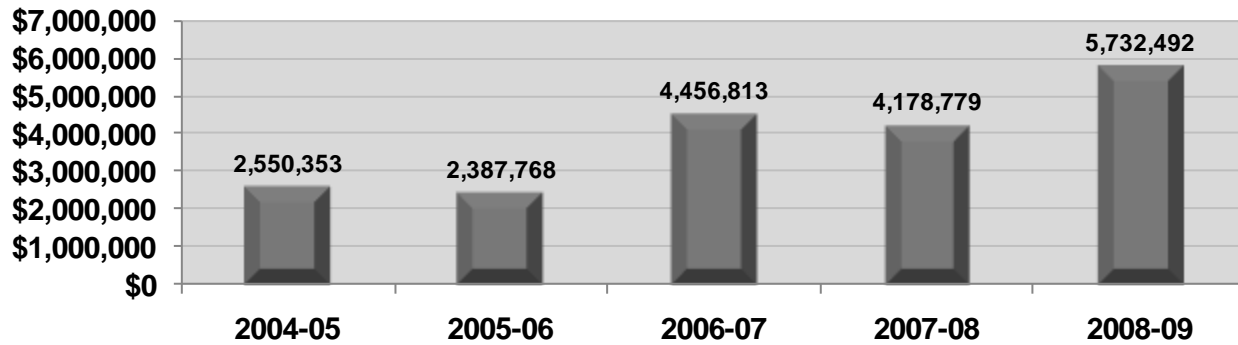
### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

Fiscal year 2010-11 will continue with projects already underway. Cell 16 continues to be the primary waste disposal cell, and will for years to come. This fiscal year will bring the request to MDEQ to allow introduction of liquid into Cell 16 to encourage gas production. The increased gas production would be collected through the active gas collection system expected to be constructed by July 2010. Originally planned for construction in the 2008-09 fiscal year, the project was delayed to potentially receive funding for 40% of the project from a federal government program this year. This system will reduce odors leaving the site, minimize environmental impact of the site and lead to a 2010-11 fiscal year gas-to-energy facility that will generate revenue for the life of the Landfill site. Work for the planned Type III – Construction and Demolition Debris cell has been postponed to focus on the gas to energy program's state, and also due to a short term reduction in waste volume.

In fall 2009, a portion of raw compost and ground wood waste on the property was sold, prior to most processing, for use in biological treatment of contaminated soils in Porter Township. This program will be continued in the 2010-11 fiscal year.

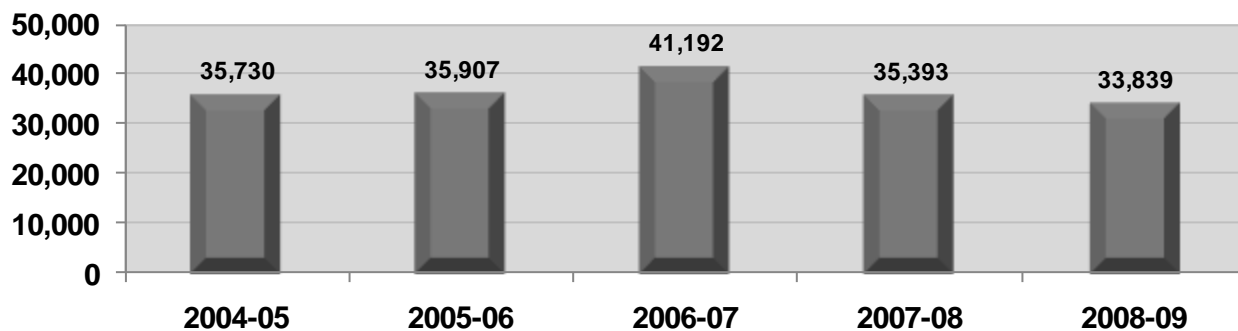
## Summary of Budget Changes (cont.)

### 5-Year Operating Budget History

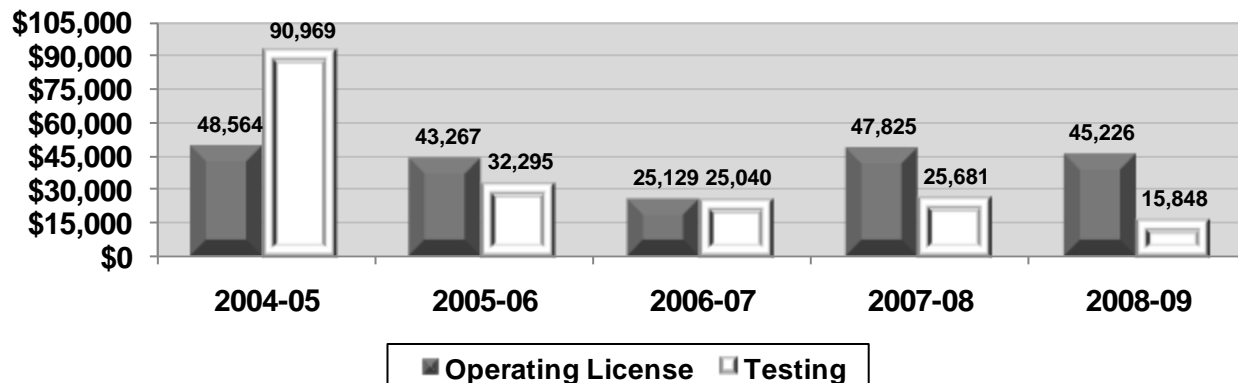


## Key Departmental Trends

### Vehicle Count

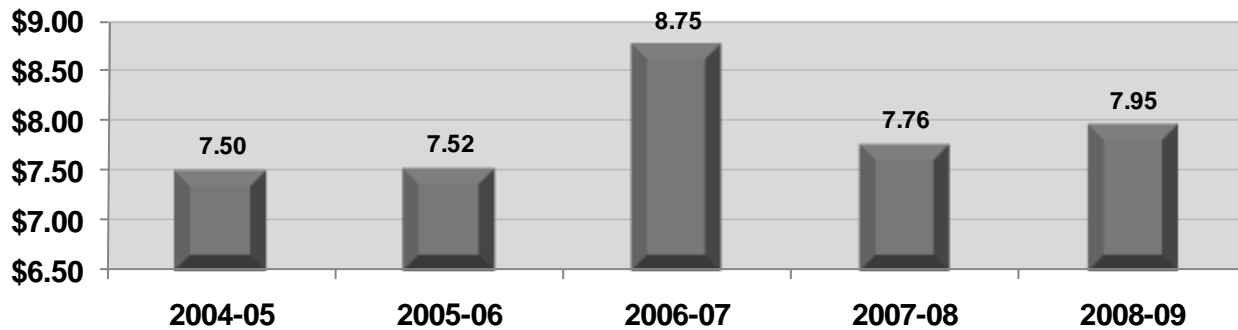


### Licensing and Testing Costs

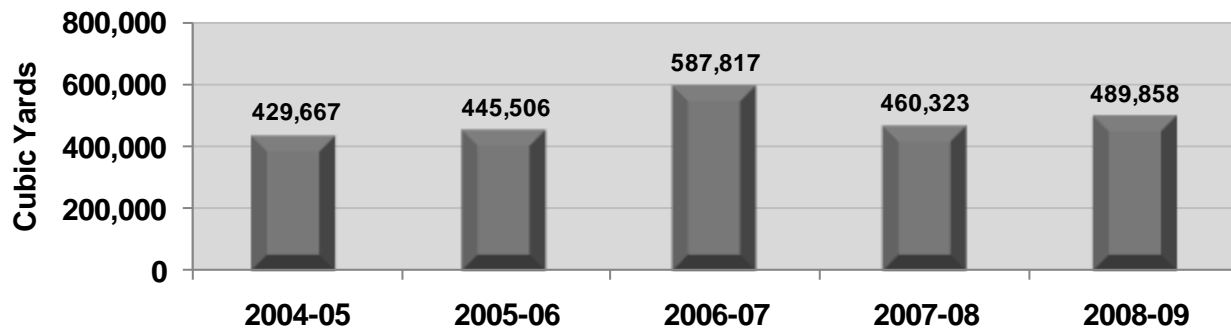


**Key Departmental Trends (cont.)**

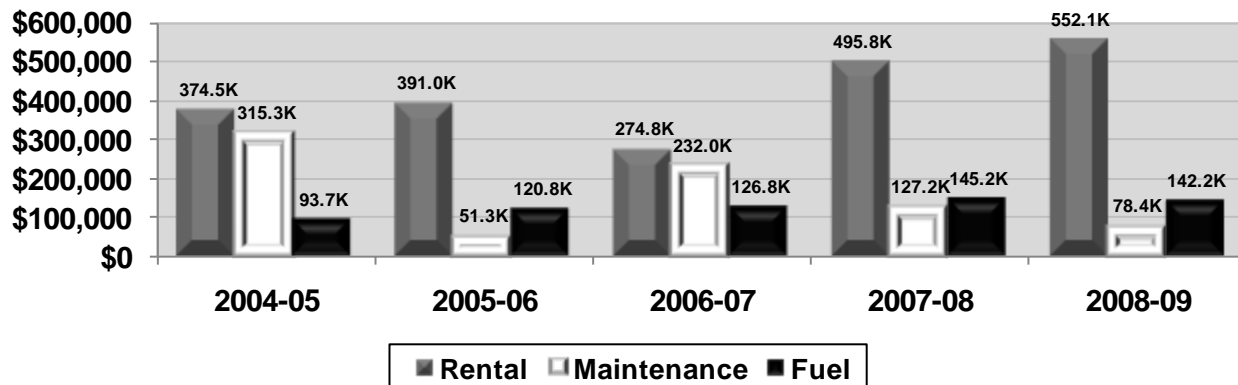
**Average Charge Per Yard**



**Total Waste Received at Gate**



**Equipment Operating Costs**



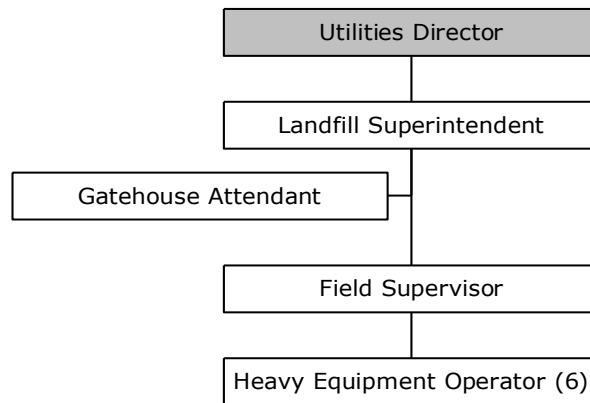
## Key Departmental Trends (cont.)



## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Vehicle Count	35,393	33,839	-4.4%
Air Space Capacity (Cubic Yards)	2,556,451	2,357,043	-7.8%
Air Space Consumed (Cubic Yards)	149,710	185,989	24.2%
Remaining Life of Open Cells (Years)	17.1	12.7	-25.7%
Yard Waste Received (Cubic Yards)	29,893	37,809	26.5%
Total Waste Received at Gate (Cubic Yards)	460,323	489,858	6.4%
Waste Received at Gate (Cubic Yards):			
Contractor	145,477	134,179	-7.8%
Demolition	159,353	159,454	0.1%
City Residence	40,812	43,162	5.8%
Heavy	38,484	37,928	-1.4%
Yard Waste	29,893	37,809	26.5%
Public	10,490	13,195	25.8%
Contaminated Soils	23,222	52,959	128.1%
Other	12,592	11,172	-11.3%
<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Average Waste Revenue per Cubic Yard	\$7.76	\$7.95	2.4%
Cubic yard of Waste Handled per Employee	57,540	61,232	6.4%
Average Cubic Yard per Vehicle	13.0	14.5	11.3%
Average Air Space Consumed per Vehicle	4.2	5.5	29.9%

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Landfill Superintendent	1	1	1
Field Supervisor	1	1	1
Gatehouse Attendant	1	1	1
Heavy Equipment Operator	6	6	6
<b>Total Full-Time</b>	<b>9</b>	<b>9</b>	<b>9</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>9</b>	<b>9</b>	<b>9</b>

FUND 517 - LANDFILL FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Township	\$ 402,541	\$ 402,750	\$ 402,718	\$ 402,750
Public	1,434,250	1,218,360	1,211,199	1,175,000
City - residential	400,374	411,030	410,614	410,000
Demolition	1,464,169	1,302,170	1,300,843	1,300,000
Penalties	6,327	1,790	2,030	1,500
Total operating revenues	<u>3,707,661</u>	<u>3,336,100</u>	<u>3,327,404</u>	<u>3,289,250</u>
<b>Operating Expenses</b>				
Personal services	930,889	1,012,378	929,347	1,019,268
Supplies	188,007	201,449	200,118	195,949
Other charges	1,609,886	1,589,041	1,557,422	1,310,565
Perpetual care	-	125,000	125,000	125,000
Reserve for contingencies	-	45,000	45,000	50,000
Total operating expenses	<u>2,728,782</u>	<u>2,972,868</u>	<u>2,856,887</u>	<u>2,700,782</u>
Net Operating Income	<u>978,879</u>	<u>363,232</u>	<u>470,517</u>	<u>588,468</u>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	106,320	270,000	85,211	85,200
Interfund loan interest	26,192	19,644	19,644	13,096
Miscellaneous revenues	227,012	21,250	74,874	50,000
Miscellaneous expenses	(81,778)	-	(12,332)	(6,200)
Total non-operating revenues (expenses)	<u>277,746</u>	<u>310,894</u>	<u>167,397</u>	<u>142,096</u>
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(2,848,200)	(2,882,162)	(1,686,352)	(1,350,000)
Operating transfers in	42,382	-	-	-
Operating transfers out	(73,732)	-	-	-
Interfund loans issued	-	(374,000)	(374,000)	-
Interfund loan proceeds	261,914	261,914	261,914	361,914
Total other financing sources (uses)	<u>(2,617,636)</u>	<u>(2,994,248)</u>	<u>(1,798,438)</u>	<u>(988,086)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	<u>(1,361,011)</u>	<u>(2,320,122)</u>	<u>(1,160,524)</u>	<u>(257,522)</u>
<b>Working Capital - beginning of year</b>	<u>5,788,429</u>	<u>4,427,418</u>	<u>4,427,418</u>	<u>3,266,894</u>
<b>Working Capital - end of year</b>	<u>\$ 4,427,418</u>	<u>\$ 2,107,296</u>	<u>\$ 3,266,894</u>	<u>\$ 3,009,372</u>

## LANDFILL FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>	<b>\$ 3,327,404</b>	<b>\$ 3,289,250</b>	<b>\$ 3,313,620</b>	<b>\$ 3,338,180</b>	<b>\$ 3,362,940</b>	<b>\$ 3,387,900</b>
<b>Operating Expenses</b>						
Personal services	929,347	1,019,268	1,065,135	1,113,066	1,163,154	1,215,496
Supplies	200,118	195,949	199,868	203,865	207,942	212,101
Other charges	1,557,422	1,310,565	1,336,776	1,363,512	1,390,782	1,418,598
Perpetual care	125,000	125,000	127,500	130,050	132,651	135,304
Reserve for contingencies	45,000	50,000	25,000	25,000	25,000	25,000
Total operating expenses	2,856,887	2,700,782	2,754,279	2,835,493	2,919,529	3,006,499
Net Operating Income	470,517	588,468	559,341	502,687	443,411	381,401
<b>Non-operating Revenues (Expenses)</b>						
Investment earnings	85,211	85,200	15,047	17,536	20,011	20,751
Interfund loan interest	19,644	13,096	6,548	-	-	-
Miscellaneous revenues	74,874	50,000	41,250	41,250	41,250	41,250
Miscellaneous expenses	(12,332)	(6,200)	(6,324)	(6,450)	(6,579)	(6,711)
Total non-operating revenues (expenses)	167,397	142,096	56,521	52,336	54,682	55,290
<b>Other Financing Sources (Uses)</b>						
Investment in Assets	(1,686,352)	(1,350,000)	(430,000)	(110,000)	(250,000)	(260,000)
Interfund loans issued	(374,000)	-	-	-	-	-
Interfund loan proceeds	261,914	361,914	361,914	100,000	100,000	-
Cell Development & Closure	-	-	(50,000)	(50,000)	(200,000)	(50,000)
Total other financing sources (uses)	(1,798,438)	(988,086)	(118,086)	(60,000)	(350,000)	(310,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(1,160,524)	(257,522)	497,776	495,023	148,093	126,691
<b>Working Capital - beginning of year</b>	<b>4,427,418</b>	<b>3,266,894</b>	<b>3,009,372</b>	<b>3,507,148</b>	<b>4,002,171</b>	<b>4,150,264</b>
<b>Working Capital - end of year</b>	<b>\$ 3,266,894</b>	<b>\$ 3,009,372</b>	<b>\$ 3,507,148</b>	<b>\$ 4,002,171</b>	<b>\$ 4,150,264</b>	<b>\$ 4,276,955</b>
Working capital (Goal = \$1 million)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Working capital for cell development & closure	2,266,894	2,009,372	2,507,148	3,002,171	3,150,264	3,276,955
	<u>\$ 3,266,894</u>	<u>\$ 3,009,372</u>	<u>\$ 3,507,148</u>	<u>\$ 4,002,171</u>	<u>\$ 4,150,264</u>	<u>\$ 4,276,955</u>

### ASSUMPTIONS:

Rate adjustments	None
Growth rate	1.00%
Personal services increase per year	4.50%
Operating expense increase per year	2.00%
Investment earnings on working capital	0.50%
Investment in assets: five-year capital plan	







**Wastewater Superintendent.....Kevin Babinski**



## Service Statement

The City of Midland Wastewater Treatment Plan is a "Class A" sewage treatment plant and has been issued a National Pollution Discharge Elimination System (NPDES) permit by the EPA and MDEQ. The treatment plant has a design capacity of 10.0 million gallons a day (MGD) and a hydraulic capacity of 18.0 MGD. Samples are collected during each shift and analyzed daily by the operational staff in the wastewater laboratory. Process adjustments for each phase of treatment are made based on the analytical results in comparison to permit limitation of each pollutant. Daily reports are generated and compiled into a monthly operating report, which is submitted to the State of Michigan.

Sludge is a waste product that is generated from solids removed during the cleaning of the wastewater. It is stabilized through a biological process referred to as anaerobic digestion. In this process, microorganisms destroy pathogens and viruses while reducing the volatile content, creating a safe recyclable product called bio-solids. Bio-solids are used as a fertilizer throughout the farming industry and contain nitrogen, phosphorus and many micro-nutrient and organic solids that enrich the soil. The City of Midland recycles approximately 3.5 million gallons of bio-solids each year.

Staff monitors plant equipment using a SCADA system and performs inspections of all equipment and structures daily. An intensive preventive maintenance program keeps equipment operating at peak efficiency.

A computerized work order system tracks equipment maintenance costs. Most repairs to equipment are done in-house.

The treatment plant has a standby diesel generator sized to run critical loads during a power outage.

Staff, working with an engineering firm, is implementing an asset management program to review and prioritize capital expenditures for the next 20 years. The development of a comprehensive plan for wastewater improvements will allow for orderly and cost-effective improvements.

The sewer maintenance staff is responsible for maintaining nearly 200 miles of sanitary sewers. The sanitary system is cleaned on a two-year rotation. Computerized work orders track progress. Staff will respond to service requests 24 hours a day. The staff conducts regular inspections and is responsible for repairs to damaged structures and lines. Recently purchased equipment allows us to repair some defects in-house using a form of trenchless sewer technology called "spot liners". Larger defects that require a full-length liner or a dig and repair method are contracted out.

The storm maintenance staff is responsible for maintaining nearly 180 miles of storm sewer. The storm system is cleaned on a four-year rotation. Progress is tracked using a computerized work order system. Open drains throughout the city are inspected for debris after major rainfalls.

## Functions

### **Sewer Maintenance**

- Maintains and repairs the sanitary sewer system on a two-year rotation
- Maintenance includes cleaning, televising and repairing sanitary sewers and manholes
- Responds to service request calls related to the sanitary sewer system
- Inspects, assists and supervises subcontractors in the maintenance of the sanitary sewer system

### **Storm Maintenance**

- Maintains and repairs the storm sewer systems
- Cleans storm sewers on a four-year rotation including catch basins
- Inspects, removes debris and supervises subcontractors in the maintenance of open drains and outfalls

### **Plant Operations**

- Maintains National Pollutant Discharge Elimination System Permit, effluent limits and compliance schedule
- Removes non-recyclable material from wastewater and dispose
- Removes solids from wastewater and stabilizes for recycling
- Monitors biological treatment systems processes for cleaning wastewater
- Collects daily samples and performs daily analytical on all phases of the water recycling process and discharge requirements
- Adjusts process controls of each phase of treatment based on analytical results
- Maintains quality control and quality assurance of laboratory
- Inspects all plant equipment to ensure it is properly running and reports any malfunctioning equipment
- Generates daily report on all processes
- Monitors pumping stations via computer system communication
- Maintains storm water compliance permit as required by the State of Michigan, which includes bi-weekly storm water inspections, bi-annual inspections and annual reports

### **Pump Station Maintenance**

- Monitors 40 pump stations via telemetry and computer system
- Performs weekly inspections as part of preventative maintenance program
- Utilizes in-house staff for pump, motor, electrical and structural repairs
- Researches new technology as it becomes available and implements this technology after it has been tested and proven, i.e., PLC control
- Installs equipment to help increase efficiency and reliability of pump station, i.e., variable frequency drives, flow meters and standby generators
- Assists in design and construction of new pump stations
- Documents improvements and/or repairs to keep history to assist PM program
- All maintenance staff are members of MWEA and receive information on training and latest technology used in the wastewater industry

### **Plant Maintenance**

- Monitors plant equipment via computer and associated instruments
- Performs weekly inspections of plant equipment and structures
- Administers intensive preventative maintenance program
- Utilizes in-house staff for pump, motor, electrical, and structural repairs
- Works in cooperation with operations staff utilizing a trouble area work order program
- Annually tests thermography on critical equipment
- Annually calibrates meters
- Prioritizes equipment replacement using an asset management plan
- All maintenance staff are members of MWEA and receive information on training and latest technology used in the wastewater industry

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Administration	\$ 693,407	\$ 879,994	\$ 1,003,850	\$ 994,996	\$ 878,299	-11.7%
Operations	1,162,046	1,301,116	1,431,216	1,421,103	1,449,476	2.0%
Maintenance	1,550,216	1,734,263	1,711,834	1,593,563	1,668,442	4.7%
Miscellaneous	621,563	434,195	22,400	16,073	68,130	323.9%
Debt Service	1,427,254	1,381,605	1,403,742	1,393,992	1,404,521	0.8%
Capital Outlay	451,278	574,797	1,881,601	1,877,649	960,000	-48.9%
Operating Transfers Out	73,960	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 5,979,724</b>	<b>\$ 6,305,970</b>	<b>\$ 7,454,643</b>	<b>\$ 7,297,376</b>	<b>\$ 6,428,868</b>	<b>-11.9%</b>
Personal Services	\$ 1,882,616	\$ 1,907,880	\$ 1,888,006	\$ 1,814,708	\$ 1,890,805	4.2%
Supplies	369,148	423,403	470,845	448,064	473,080	5.6%
Other Services/Charges	1,775,468	2,018,285	1,810,449	1,762,963	1,700,462	-3.5%
Debt Service	1,427,254	1,381,605	1,403,742	1,393,992	1,404,521	0.8%
Capital Outlay	451,278	574,797	1,881,601	1,877,649	960,000	-48.9%
Operating Transfers Out	73,960	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 5,979,724</b>	<b>\$ 6,305,970</b>	<b>\$ 7,454,643</b>	<b>\$ 7,297,376</b>	<b>\$ 6,428,868</b>	<b>-11.9%</b>

### Personnel Summary

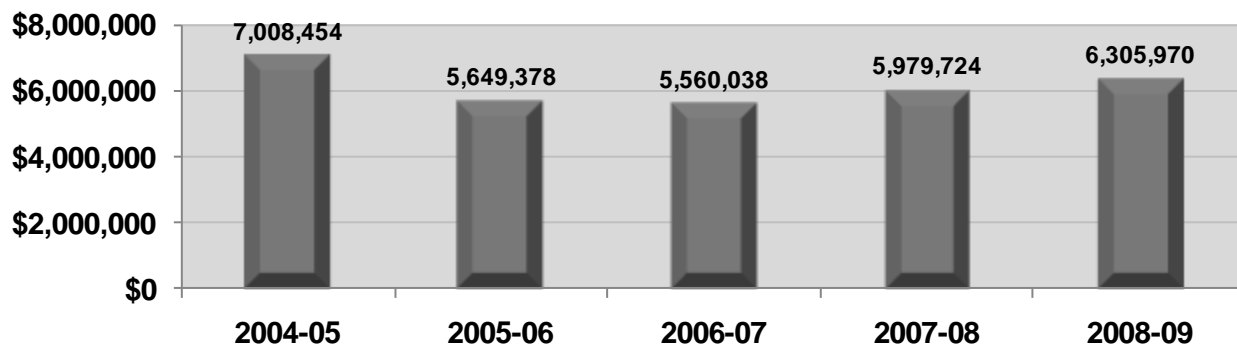
Full-Time	22	22	20	20	20
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>23</b>	<b>23</b>	<b>21</b>	<b>21</b>	<b>21</b>

## Summary of Budget Changes

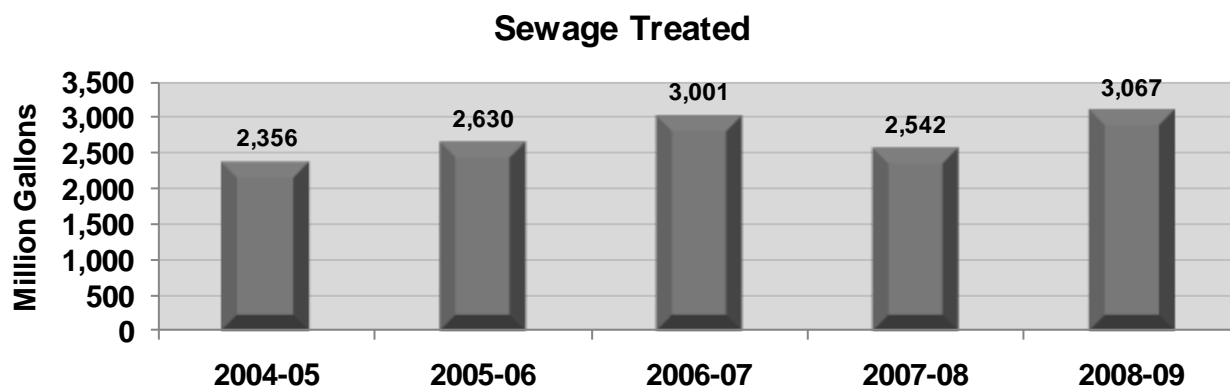
### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

Repairs to infrastructure at the wastewater plant will include concrete repairs to the main pump house, equalization basin hatches, primary treatment building, flow split building and the tunnel. Manhole rehabilitation will continue on older deteriorating block manholes in the downtown area. Rehabilitation of the sanitary sewer using trenchless technologies on Fournie and North Street is scheduled. Two new pump stations will be added at Contractor Drive and Sandow Road.

### 5-Year Operating Budget History

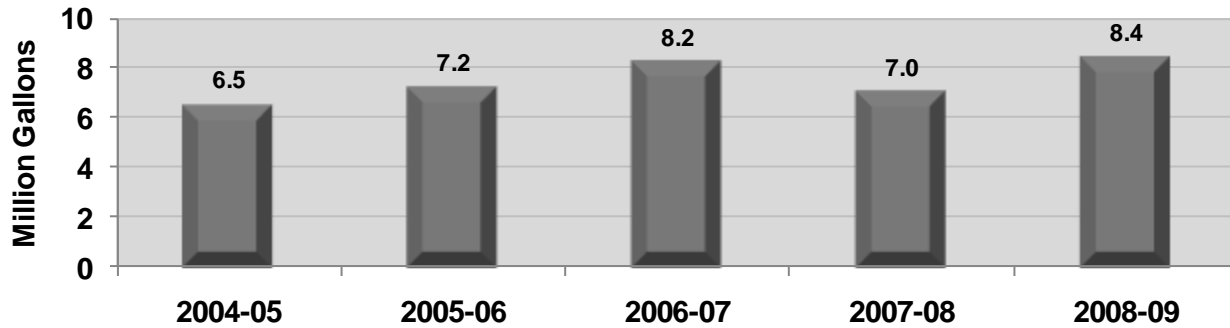


## Key Departmental Trends

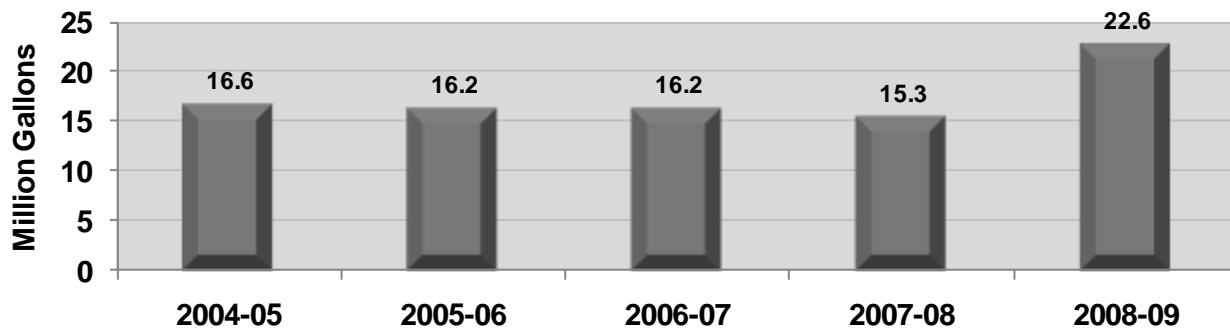


**Key Departmental Trends (cont.)**

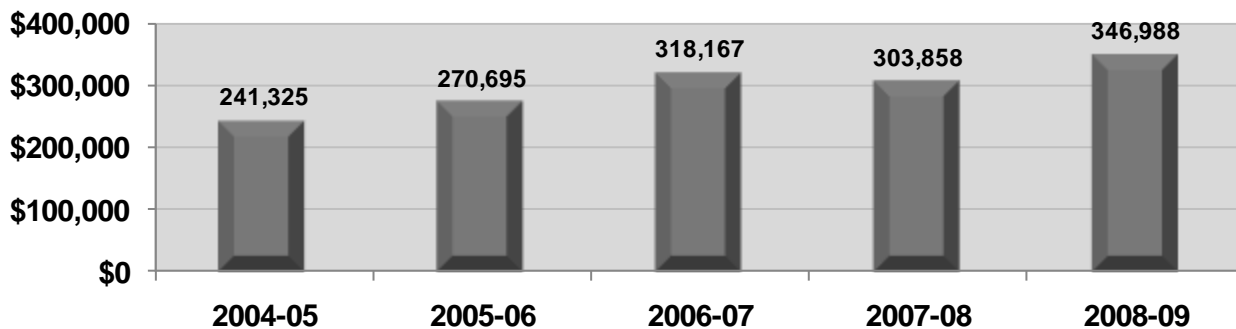
**Sewage Treated Avg Day**



**Sewage Treated Max Day**

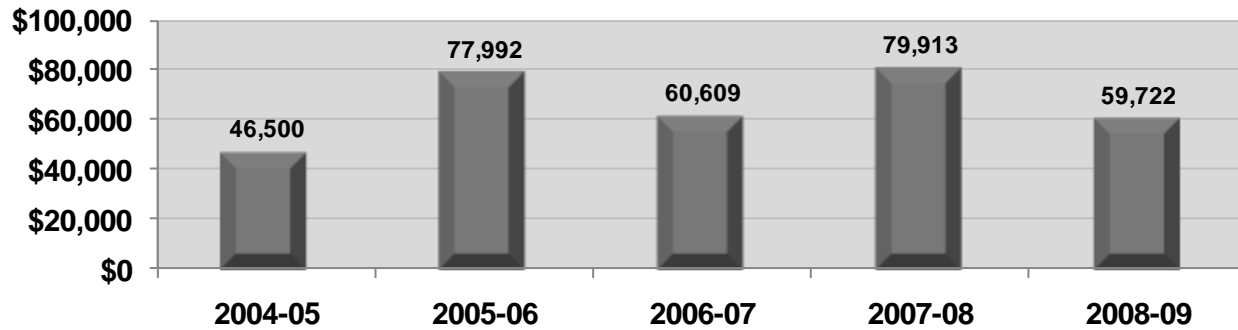


**Electric Costs**

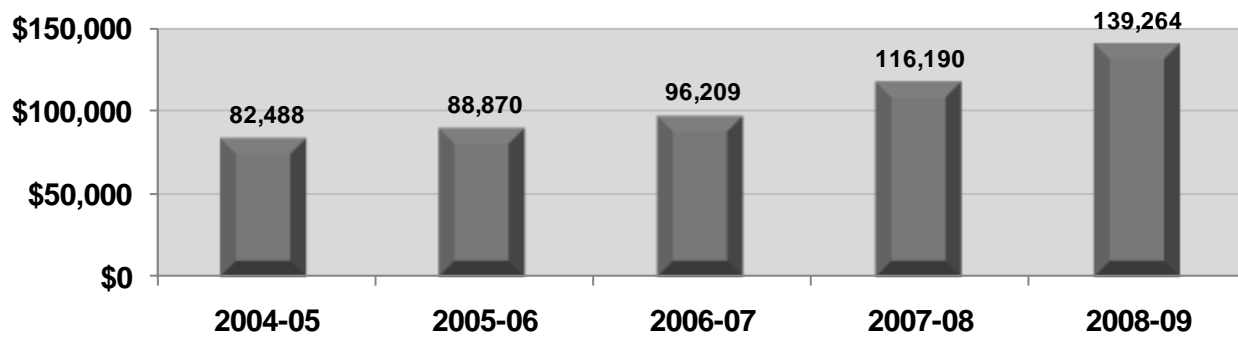


**Key Departmental Trends (cont.)**

**Natural Gas Costs**



**Chemical Costs**

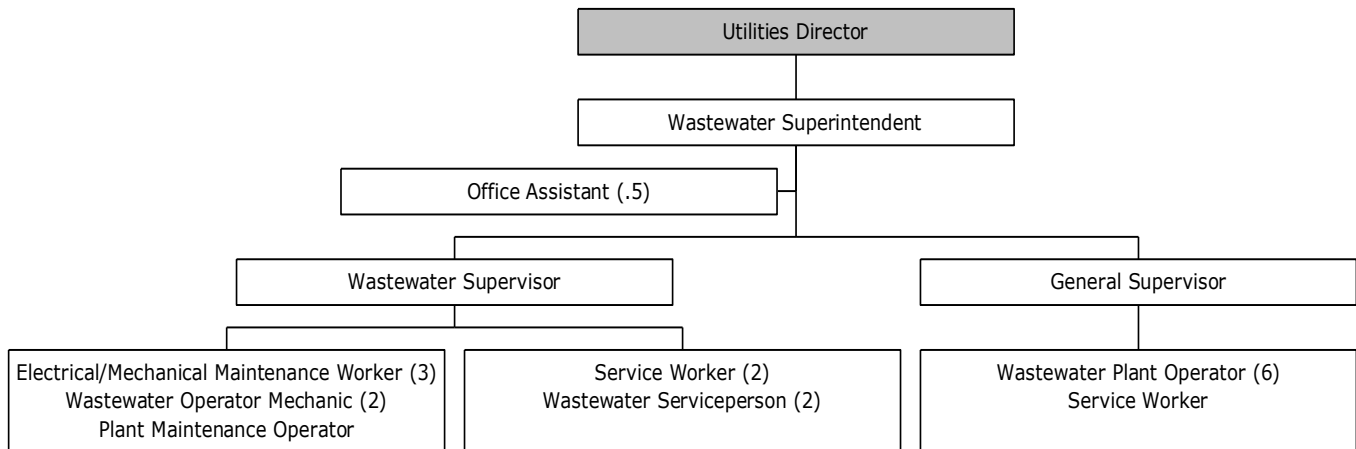




## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Annual Treatment (MG)	2,541.6	3,066.7	20.7%
Max Day Treatment (MG)	15.3	22.6	47.8%
Average Day Treatment (MG)	7.0	8.4	20.0%
Miles of Pipe	193.6	193.9	0.2%
Feet of Pipe Cleaned	457,878	615,695	34.5%
Collection Failures (#)	14	0	-100.0%
Inches of Rain per Year	33.7	38.8	15.3%
Inches of Rain Max Month	5.4	6.4	19.4%
<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
MG Treated Per Employee	110.5	133.3	20.7%
Cost per MG Collected/Treated	\$2,238	\$1,855	-17.1%
Chemical Cost per MG Treated	\$45.72	\$45.41	-0.7%
Collection Failures per Mile of Pipe	0.07	0.00	-100.0%
Average Residential Sewer Cost/Quarter	\$79.62	\$83.66	5.1%
Non-Compliance Days	0	0	N/A

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

Staff Summary	Approved 2008-09	Approved 2009-10	Adopted 2010-11
<u>Full-Time</u>			
Wastewater Superintendent	1	1	1
Wastewater Supervisor	1	1	1
General Supervisor	1	1	1
Electrical/Mechanical Maintenance Worker II	3	3	3
Plant Maintenance Operator	1	1	1
Service Worker	4	3	3
Wastewater Operator Mechanic	2	2	2
Wastewater Plant Operator	6	6	6
Wastewater Serviceperson	3	2	2
<b>Total Full-Time</b>	<b>22</b>	<b>20</b>	<b>20</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>23</b>	<b>21</b>	<b>21</b>

FUND 590 - WASTEWATER FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Sewer service charges	\$ 5,023,302	\$ 5,295,925	\$ 5,270,927	\$ 5,531,704
Forfeited discounts	72,167	65,590	73,285	74,700
Total operating revenues	5,095,469	5,361,515	5,344,212	5,606,404
<b>Operating Expenses</b>				
Administration	879,994	1,003,850	994,996	878,299
Operations				
Wastewater operations	1,065,448	1,120,520	1,116,525	1,143,694
Residuals processing	143,543	122,878	119,953	156,513
Digester operations	63,189	150,592	142,697	112,204
Maintenance				
Pump stations	493,022	468,366	449,638	455,597
Sewer plant	497,883	485,671	483,364	468,116
Janitorial	76,417	75,515	75,195	76,777
Sanitary sewer cleaning	262,089	227,965	203,083	217,107
Digester maintenance	19,062	19,803	20,871	20,081
Residuals process	7,751	13,817	10,621	14,040
Motor equipment	197,647	224,393	187,604	214,449
Sanitary sewer repair	159,541	163,569	140,428	170,174
Instrumentation	20,851	32,735	22,759	32,101
Safety	28,936	37,226	41,928	37,065
Reserve for contingencies	-	7,900	15,000	50,000
Total operating expenses	3,915,373	4,154,800	4,024,662	4,046,217
Net Operating Income	1,180,096	1,206,715	1,319,550	1,560,187
<b>Non-operating Revenues (Expenses)</b>				
Capital charges	9,050	4,600	13,580	6,000
Investment earnings	44,809	44,000	9,105	9,100
Miscellaneous revenues	28,767	24,000	16,875	17,250
Miscellaneous expenses	(434,195)	(14,500)	(1,073)	(18,130)
Interest expense	(536,605)	(503,742)	(503,992)	(469,521)
Total non-operating revenues (expenses)	(888,174)	(445,642)	(465,505)	(455,301)
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(574,797)	(1,881,601)	(1,877,649)	(960,000)
Interfund loan proceeds	-	374,000	374,000	-
Interfund loan principal	-	-	-	(100,000)
Operating transfers in	834,964	1,251,116	1,251,116	842,713
Operating transfers out	-	-	-	-
Retirement of debt	(845,000)	(900,000)	(890,000)	(935,000)
Less: paid from restricted assets	-	-	-	625,000
Total other financing sources (uses)	(584,833)	(1,156,485)	(1,142,533)	(527,287)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(292,911)	(395,412)	(288,488)	577,599
<b>Working Capital - beginning of year</b>	2,005,225	1,712,314	1,712,314	1,423,826
<b>Working Capital - end of year</b>	\$ 1,712,314	\$ 1,316,902	\$ 1,423,826	\$ 2,001,425

## WASTEWATER FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>	<b>\$ 5,344,212</b>	<b>\$ 5,606,404</b>	<b>\$ 5,880,900</b>	<b>\$ 6,170,530</b>	<b>\$ 6,474,560</b>	<b>\$ 6,793,800</b>
<b>Operating Expenses</b>						
Administration	994,996	878,299	901,135	924,565	948,604	973,268
Operations	1,379,175	1,412,411	1,451,680	1,492,951	1,540,772	1,591,309
Maintenance	1,593,563	1,668,442	1,724,835	1,783,134	1,843,404	1,905,711
Safety	41,928	37,065	38,466	39,920	41,429	42,995
Reserve for contingencies	15,000	50,000	50,000	50,000	50,000	50,000
Total operating expenses	4,024,662	4,046,217	4,166,116	4,290,570	4,424,209	4,563,283
Net Operating Income	1,319,550	1,560,187	1,714,784	1,879,960	2,050,351	2,230,517
<b>Non-operating Revenues (Expenses)</b>						
Capital charges	13,580	6,000	6,660	6,660	6,660	6,660
Investment earnings	9,105	9,100	9,000	8,000	8,000	8,000
Miscellaneous revenues	16,875	17,250	17,768	18,301	18,850	19,416
Miscellaneous expenses	(1,073)	(18,130)	(18,674)	(19,234)	(19,811)	(20,405)
Interest expense	(503,992)	(469,521)	(432,432)	(399,735)	(364,707)	(326,957)
Total non-operating revenues (expenses)	(465,505)	(455,301)	(417,678)	(386,008)	(351,008)	(313,286)
<b>Other Financing Sources (Uses)</b>						
Investment in assets	(1,877,649)	(960,000)	(1,196,500)	(1,374,000)	(1,295,500)	(1,333,500)
Interfund loan proceeds	374,000	-	-	-	-	-
Interfund loan principal	-	(100,000)	(100,000)	(100,000)	(100,000)	-
Operating transfers in	1,251,116	842,713	850,459	857,841	869,824	868,174
Retirement of debt	(890,000)	(935,000)	(1,085,000)	(1,130,000)	(1,185,000)	(1,220,000)
Less: paid from restricted assets	-	625,000	-	-	-	-
Total other financing sources (uses)	(1,142,533)	(527,287)	(1,531,041)	(1,746,159)	(1,710,676)	(1,685,326)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(288,488)	577,599	(233,935)	(252,207)	(11,333)	231,905
<b>Working Capital - beginning of year</b>	<b>1,712,314</b>	<b>1,423,826</b>	<b>2,001,425</b>	<b>1,767,490</b>	<b>1,515,284</b>	<b>1,503,951</b>
<b>Working Capital - end of year</b>	<b>\$ 1,423,826</b>	<b>\$ 2,001,425</b>	<b>\$ 1,767,490</b>	<b>\$ 1,515,284</b>	<b>\$ 1,503,951</b>	<b>\$ 1,735,856</b>

### ASSUMPTIONS:

Working capital goal	600,000
Sewer revenue increases:	
2009-10	5.00%
2010-11	5.00%
2011-12	5.00%
2012-13	5.00%
2013-14	5.00%
Personnel services increase per year	4.50%
Other operating expenses increase per year	2.00%
Investment earnings on working capital	0.50%
Miscellaneous income increase per year	3.00%
Miscellaneous expense increase per year	3.00%
Retirement of debt - actual	
Investment in assets: five-year capital plan	



**Water Superintendent.....David Love**



## Service Statement

Raw water from Lake Huron is purchased from the Saginaw-Midland Municipal Water Supply Corporation pipeline. The pipeline corporation is jointly owned by the cities of Midland and Saginaw.

The Water Division is responsible for the planning, management, treatment and distribution of potable water. Bringing this precious natural resource into homes and businesses requires the hard work and commitment of knowledgeable and devoted trained specialists working around the clock.

The City of Midland water system operates under oversight from EPA and MDEQ under the U.S. Safe Drinking Water Act of 1974 and the Michigan Safe Drinking Water Act 1976 PA 399.

Our water treatment and distribution system protect us from naturally-occurring and manmade contaminants. The water treatment plant is capable of producing 48 million gallons a day of high quality water. Chemicals are added to the raw water at the Water Plant to accomplish the purification and disinfection process that includes: coagulation, clarification and filtration. Operators at the plant monitor water quality in "real time" 24 hours a day, 365 days a year. Over 100,000 tests are performed each year by our laboratory - before, during and after treatment - to assure that the water meets or exceeds all the requirements of Federal and State regulations for safe drinking water. Finished water is distributed through separate transmission systems to both our general population or domestic flow and our industrial customers at Dow Chemical's Michigan Division and Dow Corning. The plant maintenance team is responsible for ensuring the reliability of all the electrical and mechanical systems for the treatment and delivery of the water. Water is stored in both elevated and underground facilities located throughout the water system to meet our customers' needs.

The water transmission and distribution system is comprised of over 359 miles of water main providing water for fire protection, business, industry and individual customers in the City of Midland, Homer Township, Larkin Township, Midland Township, Mills Township, Water District #1 of Midland County and the City of Auburn. Water system distribution crews provide for the integrity of this delivery system with emergency water main repair, valve operation, elevated storage inspection and cleaning, hydrant inspections and meter reading and maintenance. The Distribution staff also administers the City's Cross Connection Control Program to protect the system from backflow potential.

## Functions

### **Water Plant Operations**

- Maintains water quality within Federal and State requirements to protect public health
- Monitors plant operation 24/7 to optimize treatment efficiency
- Files monthly treatment reports to MDEQ
- Complies with Process Safety (OSHA) and Risk Management (EPA) requirements for chlorine handling
- Performs daily chemical and biological analysis monitoring treatment process
- Develops short- and long-range budget and capital improvement plan
- Responds to citizen service requests and inquiries related to water quality questions
- Performs daily water system testing for bacteriological indicator organism to confirm water quality
- Maintains certification of plant laboratory to meet EPA and MDEQ standards
- Monitors mandated MDEQ operator certification to ensure continuing education requirements are completed
- Conducts water quality control sampling of our distribution system
- Coordinates daily flow request with the Saginaw-Midland Water Supply Corp. to optimize raw water system efficiency
- Monitors and maintains treatment chemical inventories
- Meets MDEQ and Clean Water Act requirements for the disposal of water treatment residuals

### **Water Plant Maintenance**

- Maintains 5 pump stations including: industrial pumping, domestic pumping, pressure district pumping and booster pump stations
- Maintains Supervisor Control and Data Acquisition (SCADA) systems and corresponding remote radio telemetry to insure reliability of the plant controls
- Performs preventive maintenance program on system equipment
- Monthly calibrates online analytical equipment for turbidity and chlorine to ensure regulatory compliance

- Completes all required staff safety training
- Conducts annual maintenance of all treatment basins and process equipment including calibration of all chemical feeders and flow meters
- Completes annual inspection and monitoring program of plant filters

### **Water Distribution**

- Maintains and repairs emergency water main for 359 miles of water main
- Inspects and cleans elevated storage
- Reviews and approves design for all water system extensions and improvements
- Responds to citizen service requests and inquiries related to water quality questions, water pressure problems and water main repair or construction projects
- Provides accurate and timely readings of 18255 water meters on a quarterly basis for billing purposes
- Administers and enforces City Ordinances relating to our cross connection control program including the facilitation of the testing requirements for 4,828 backflow prevention devices
- Monitors operator MDEQ certification to ensure mandated continuing education requirements are completed
- Conducts annual system flushing program
- Monitors and maintains inventories for water system repair parts and meter stock
- Maintains and repairs emergency valves for 3360 distribution valves
- Maintains 48" and 36" raw water transmission lines from Saginaw-Midland Municipal Water Supply Corporation to the City of Midland Water Treatment Plant
- Maintains 3193 fire hydrants including auxiliary valves
- Gathers fire flow test data for City of Midland Fire Department and fire suppression contractors
- Responds to approximately 6,000 requests for utility locates on an annual basis



# Water Treatment and Distribution

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Administration	\$ 1,060,895	\$ 1,325,843	\$ 1,415,835	\$ 1,402,246	\$ 1,436,166	2.4%
Plant Operations	4,114,107	4,214,767	3,264,030	3,038,895	3,292,507	8.3%
Maintenance	2,379,338	2,989,600	3,156,737	3,049,715	3,214,434	5.4%
Miscellaneous	1,497,737	163,521	118,144	97,274	119,538	22.9%
Debt Service	2,074,217	2,047,581	2,396,212	2,395,046	1,184,670	-50.5%
Capital Outlay	241,154	1,190,271	3,357,031	3,488,977	1,148,200	-67.1%
Operating Transfers Out	190,000	11,139	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 11,557,448</b>	<b>\$ 11,942,722</b>	<b>\$ 13,707,989</b>	<b>\$ 13,472,153</b>	<b>\$ 10,395,515</b>	<b>-22.8%</b>
Personal Services	\$ 3,427,504	\$ 3,622,230	\$ 3,653,093	\$ 3,507,523	\$ 3,754,851	7.1%
Supplies	534,627	576,279	673,543	614,708	694,140	12.9%
Other Services/Charges	5,089,946	4,495,222	3,628,110	3,465,899	3,613,654	4.3%
Debt Service	2,074,217	2,047,581	2,396,212	2,395,046	1,184,670	-50.5%
Capital Outlay	241,154	1,190,271	3,357,031	3,488,977	1,148,200	-67.1%
Operating Transfers Out	190,000	11,139	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 11,557,448</b>	<b>\$ 11,942,722</b>	<b>\$ 13,707,989</b>	<b>\$ 13,472,153</b>	<b>\$ 10,395,515</b>	<b>-22.8%</b>

### Personnel Summary

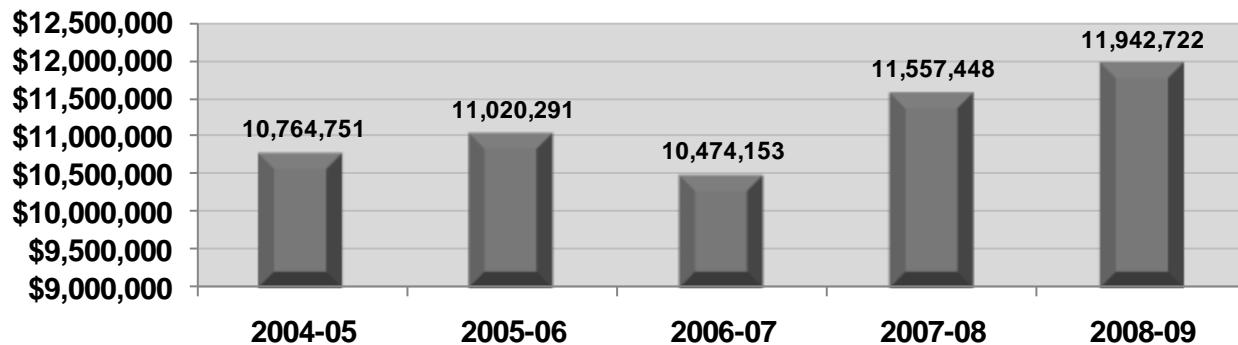
Full-Time	31	31	30	30	29
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>32</b>	<b>32</b>	<b>31</b>	<b>31</b>	<b>30</b>

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

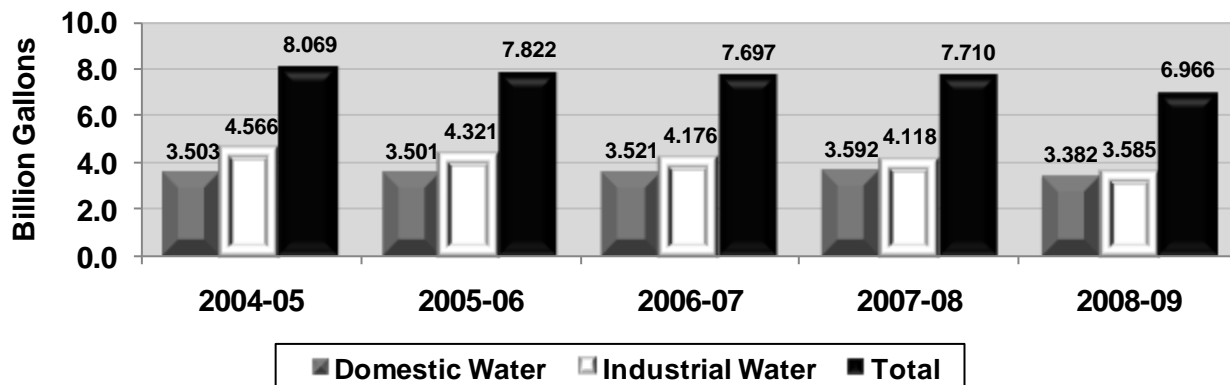
The third phase of the three-phase project for the West Side Transmission Main system will be completed between Main Street and Northwood Drive; this project will provide increased flow capacity to the northwest sections of the city.

### 5-Year Operating Budget History



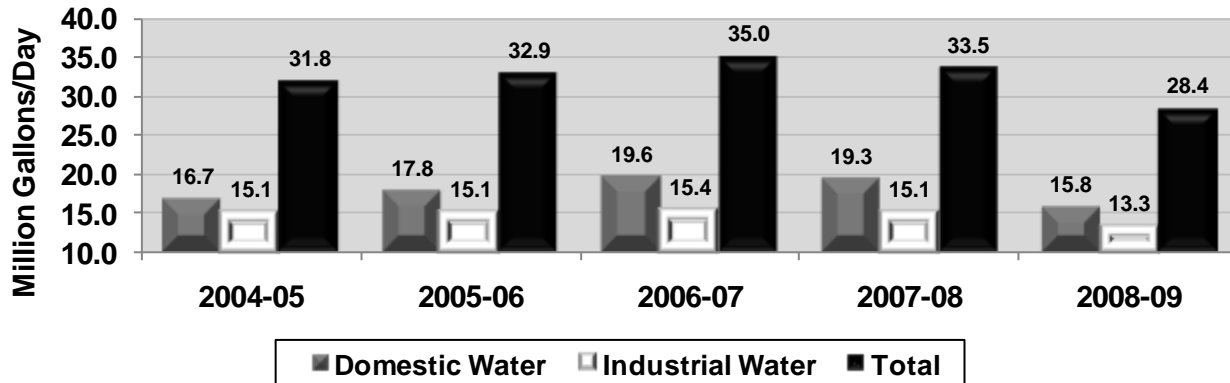
## Key Departmental Trends

### Water Treated



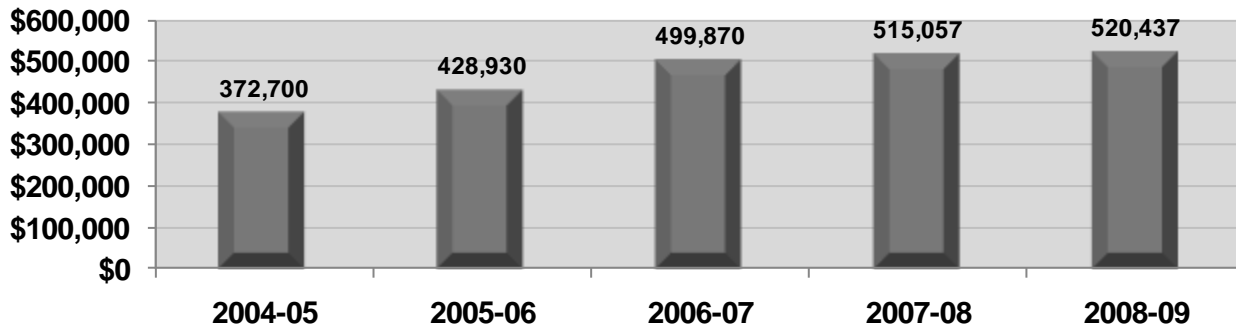
## Key Departmental Trends (cont.)

### Max Day Water Pumpage



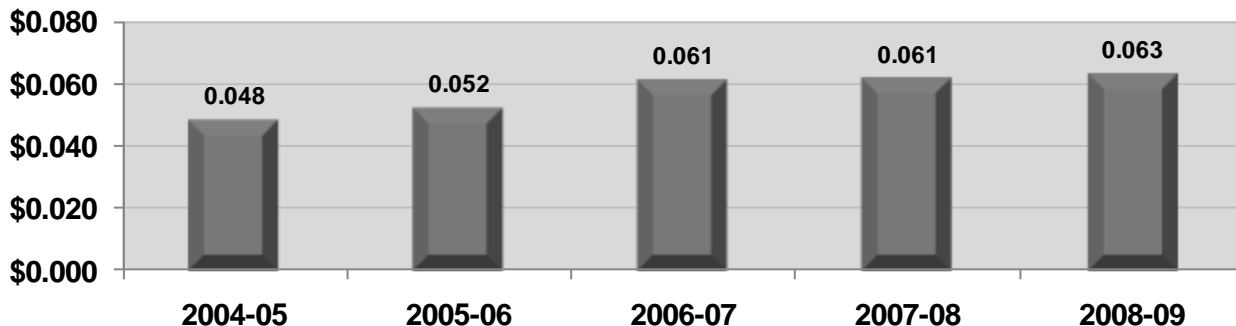
Industrial pumpage has decreased with reduced electrical output from MCV and production adjustments at Dow Chemical's Michigan Division.

### Electric Costs



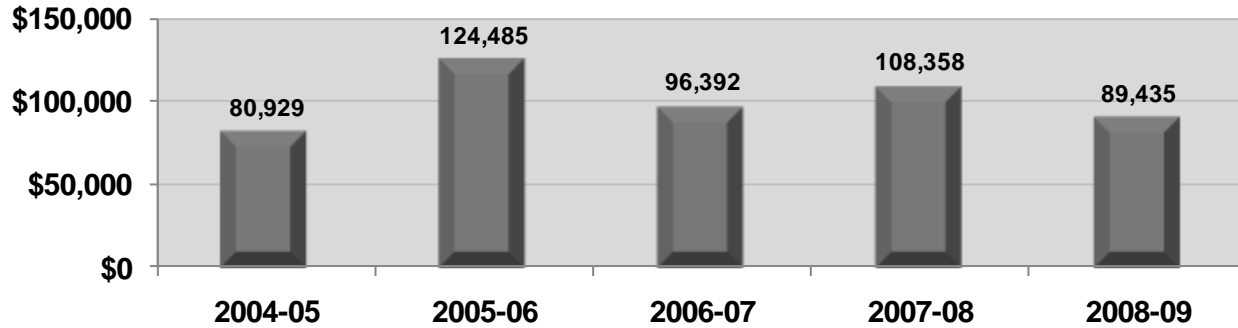
Municipal Rate Customers of Consumers Energy are projected to see an increase of at least 6%, which will cause continued increases in electrical costs.

### Electric Costs per kWh

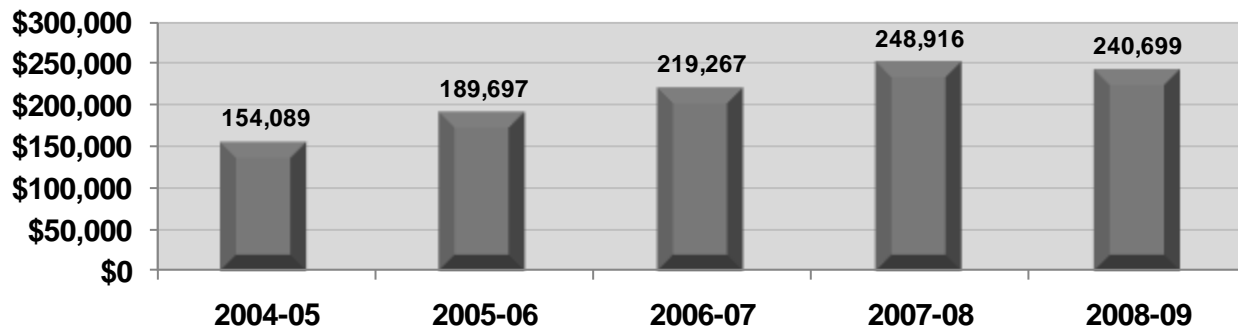


## Key Departmental Trends (cont.)

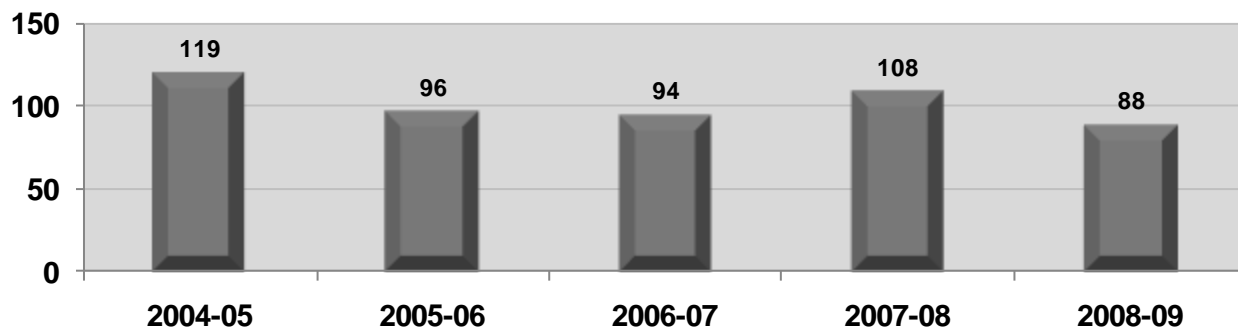
### Natural Gas Costs



### Chemical Costs

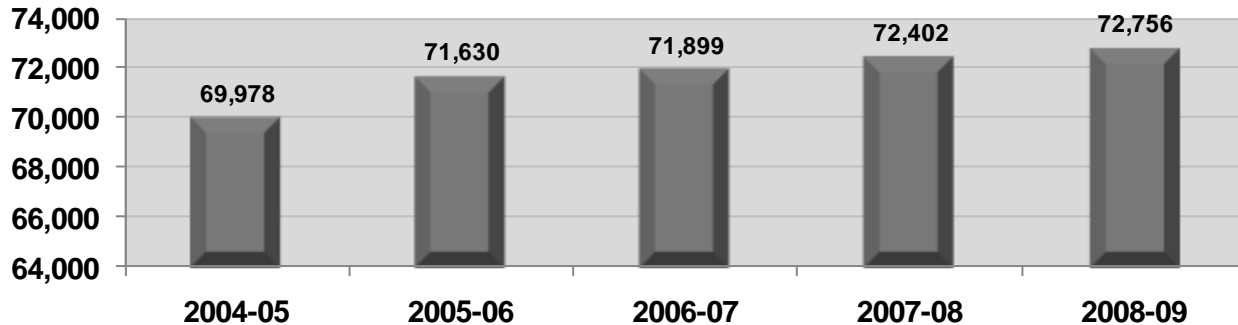


### Water Main Breaks



## Key Departmental Trends (cont.)

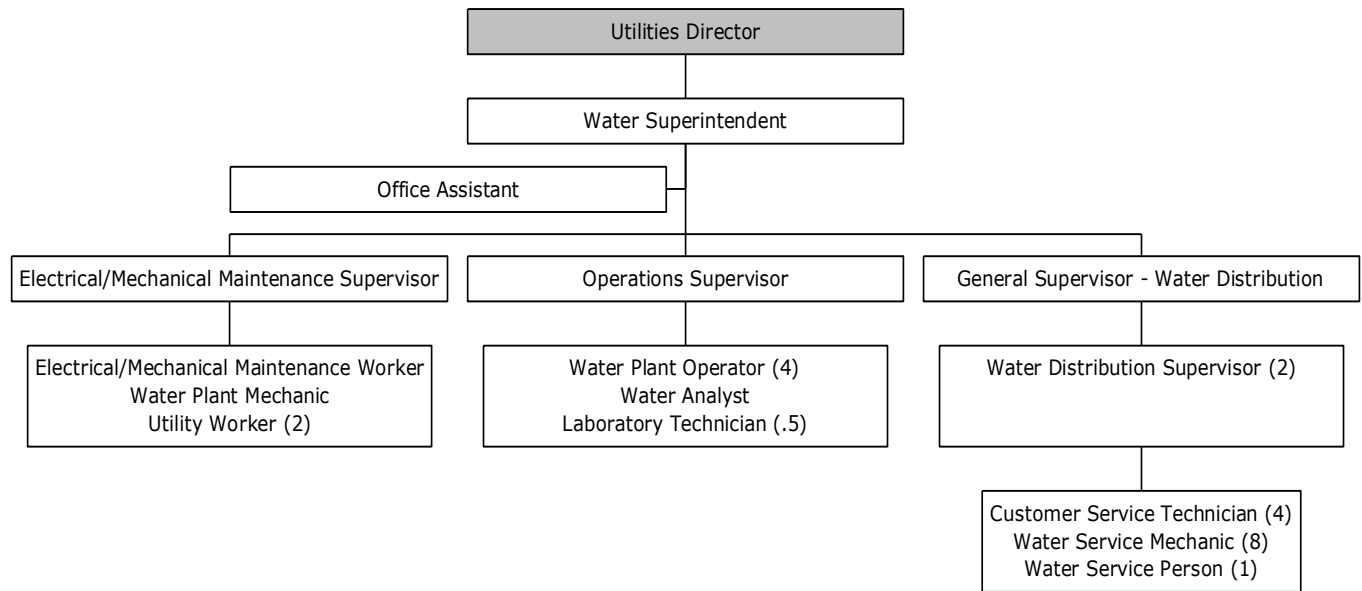
Water Bills Processed



## Performance Objectives

Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Water Treated (MG)	7,709.5	6,966.5	-9.6%
Contract Water Analyses Performed	7,297	8,026	10.0%
Main Breaks Repaired	108	88	-18.5%
New Service Installations	75	39	-48.0%
Water Bills Processed	72,402	72,756	0.5%
Service Orders Processed	4,792	4,059	-15.3%
New Meter Set Installations	178	217	21.9%
Miles of Water Main	332.8	359.1	7.9%
Fire Hydrants	2,979	3,193	7.2%
Valves	6,189	6,553	5.9%
Utility Locates (Miss Dig)	6,390	6,005	-6.0%
Performance Indicators (EFFICIENCY)	2007-08 Actual	2008-09 Actual	% Change
MG Pumped Per Employee	593.04	535.88	-9.6%
Costs per MG Treated/Distributed	\$1,384.06	\$1,531.68	10.7%
Chemical Costs per MG Treated	\$32.29	\$35.73	10.7%
Water Main Breaks per Mile of Pipe	0.32	0.25	-24.5%
Avg Residential Water Cost/Quarter	\$60.88	\$63.17	3.8%
Customers Billed per Employee	14,480	14,551	0.5%

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Water Superintendent	1	1	1
Electrical/Mechanical Maintenance Supervisor	1	1	1
General Supervisor - Water Distribution	1	1	1
Operations Supervisor	1	1	1
Water Distribution Supervisor	2	2	2
Customer Service Technician	4	4	4
Electrical/Mechanical Maintenance Worker I	1	1	1
Office Assistant	1	1	1
Utility Worker I	2	2	2
Water Analyst	1	1	1
Water Plant Mechanic	1	1	1
Water Plant Operator	4	4	4
Water Service Mechanic	8	8	8
Water Service Person	3	2	1
<b>Total Full-Time</b>	<b>31</b>	<b>30</b>	<b>29</b>
<u>Regular Part-Time</u>			
Laboratory Technician	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>32</b>	<b>31</b>	<b>30</b>

# Water Treatment and Distribution

## FUND 591 - WATER FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10 Budget	2009-10 Estimate	2010-11 Adopted
<b>Operating Revenues</b>				
Water sales				
Filtered water - city	\$ 5,828,165	\$ 6,180,340	\$ 6,112,096	\$ 6,293,970
Filtered water - county/Auburn	439,222	450,588	465,540	472,800
Industrial grade water	1,674,146	1,540,000	1,631,840	1,539,000
Hydrant rentals	366,381	345,000	366,181	366,181
Administrative fees	412,000	409,100	409,100	386,300
Forfeited discounts	81,664	75,030	78,825	75,090
Service connections	68,058	23,390	70,781	49,200
Capital charges	231,520	73,470	276,105	185,500
<b>Total operating revenues</b>	<b>9,101,156</b>	<b>9,096,918</b>	<b>9,410,468</b>	<b>9,368,041</b>
<b>Operating Expenses</b>				
Administration	1,325,843	1,415,835	1,402,246	1,436,166
Plant operations	4,187,714	3,226,515	3,006,300	3,249,964
Maintenance				
Plant	604,618	649,108	592,526	703,698
Valley Drive repump	2,711	13,255	17,542	21,801
Clerical activities	50,349	85,775	46,798	62,129
Meter reading	291,083	289,158	349,291	358,591
Elevated tanks	5,824	128,761	117,773	57,520
Water systems	1,720,261	1,649,670	1,583,011	1,664,655
Equipment & structures	51,262	71,739	72,184	61,249
Vehicles	263,492	269,271	270,590	284,791
Utilities safety	27,053	37,515	32,595	42,543
Reserve for contingencies	-	70,000	70,000	100,000
<b>Total operating expenses</b>	<b>8,530,210</b>	<b>7,906,602</b>	<b>7,560,856</b>	<b>8,043,107</b>
<b>Net Operating Income</b>	<b>570,946</b>	<b>1,190,316</b>	<b>1,849,612</b>	<b>1,324,934</b>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	75,960	80,000	16,237	15,811
Rentals	-	-	7,972	7,200
Contractual revenues				
Dow Chemical	893,520	1,384,400	1,377,066	431,914
Dow Corning	110,072	170,794	170,018	53,354
Miscellaneous revenues	931,674	90,046	135,309	114,467
Miscellaneous expenses	(163,521)	(48,144)	(27,274)	(19,538)
Interest expense	(106,535)	(399,351)	(398,185)	(298,624)
<b>Total Non-operating revenues (expenses)</b>	<b>1,741,170</b>	<b>1,277,745</b>	<b>1,281,143</b>	<b>304,584</b>

# Water Treatment and Distribution

## FUND 591 - WATER FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Other Financing Sources (Uses)</b>				
Investment in assets	\$ (1,190,271)	\$ (3,357,031)	\$ (3,488,977)	\$ (1,148,200)
Retirement of debt	(1,941,046)	(1,996,861)	(1,996,861)	(886,046)
Less: paid from restricted assets	-	1,155,000	1,155,000	-
Operating transfers out	(11,139)	-	-	-
Total other financing sources (uses)	(3,142,456)	(4,198,892)	(4,330,838)	(2,034,246)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(830,340)	(1,730,831)	(1,200,083)	(404,728)
<b>Working Capital - beginning of year</b>	4,619,241	3,788,901	3,788,901	2,588,818
<b>Working Capital - end of year</b>	<u>\$ 3,788,901</u>	<u>\$ 2,058,070</u>	<u>\$ 2,588,818</u>	<u>\$ 2,184,090</u>
<b>Working Capital</b>				
Reserved for capacity improvements	\$ 1,048,585	\$ 115,055	\$ 317,690	\$ -
Unreserved	2,740,316	1,943,015	2,271,128	2,184,090
	<u>\$ 3,788,901</u>	<u>\$ 2,058,070</u>	<u>\$ 2,588,818</u>	<u>\$ 2,184,090</u>



# Water Treatment and Distribution

## WATER FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
Filtered water - city	\$ 6,112,096	\$ 6,293,970	\$ 6,482,700	\$ 6,677,100	\$ 6,877,400	\$ 7,083,700
Filtered water - county/Auburn	465,540	472,800	479,900	487,200	494,600	502,100
Industrial grade water	1,631,840	1,539,000	1,546,600	1,554,200	1,561,800	1,569,500
Capital charges	276,105	185,500	181,400	181,400	181,400	181,400
Other revenues	924,887	876,771	876,031	885,997	896,178	906,586
Total operating revenues	9,410,468	9,368,041	9,566,631	9,785,897	10,011,378	10,243,286
<b>Operating Expenses</b>						
Administration	1,402,246	1,436,166	1,479,969	1,525,108	1,571,624	1,619,559
Operations	1,979,393	2,109,964	2,174,951	2,241,939	2,310,991	2,382,170
Maintenance	3,049,715	3,214,434	3,333,368	3,456,703	3,584,601	3,717,231
Safety	32,595	42,543	44,160	45,838	47,580	49,388
Saginaw Midland Water Supply	1,026,907	1,140,000	1,174,200	1,209,426	1,245,709	1,283,080
Reserve for contingencies	70,000	100,000	100,000	100,000	100,000	100,000
Total operating expenses	7,560,856	8,043,107	8,306,648	8,579,014	8,860,505	9,151,428
Net Operating Income	1,849,612	1,324,934	1,259,983	1,206,883	1,150,873	1,091,858
<b>Non-operating Revenues (Expenses)</b>						
Investment earnings	16,237	15,811	10,135	9,236	8,180	6,297
Rentals	7,972	7,200	7,200	7,200	7,200	7,200
Contractual revenues	1,547,084	485,268	485,268	485,268	485,268	485,268
Miscellaneous revenues	135,309	114,467	50,000	50,000	50,000	50,000
Interest expense	(398,185)	(298,624)	(264,969)	(228,756)	(193,826)	(154,098)
Miscellaneous expenses	(27,274)	(19,538)	(20,515)	(21,541)	(22,618)	(23,749)
Total non-operating revenues (expenses)	1,281,143	304,584	267,119	301,407	334,204	370,918
<b>Other Financing Sources (Uses)</b>						
Investment in assets	(3,488,977)	(1,148,200)	(911,000)	(612,000)	(850,000)	(815,000)
Retirement of debt	(1,996,861)	(886,046)	(920,930)	(953,488)	(995,349)	(1,037,209)
Less: paid from restricted assets	1,155,000	-	-	-	-	-
Total other financing sources (uses)	(4,330,838)	(2,034,246)	(1,831,930)	(1,565,488)	(1,845,349)	(1,852,209)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(1,200,083)	(404,728)	(304,828)	(57,198)	(360,272)	(389,433)
<b>Working Capital - beginning of year</b>	3,788,901	2,588,818	2,184,090	1,879,262	1,822,064	1,461,792
<b>Working Capital - end of year</b>	\$ 2,588,818	\$ 2,184,090	\$ 1,879,262	\$ 1,822,064	\$ 1,461,792	\$ 1,072,359
Working capital - capacity improvements	\$ 317,690	\$ -	\$ 61,590	\$ 242,990	\$ 424,390	\$ 605,790
Working capital - operations	2,271,128	2,184,090	1,817,672	1,579,074	1,037,402	466,569
	\$ 2,588,818	\$ 2,184,090	\$ 1,879,262	\$ 1,822,064	\$ 1,461,792	\$ 1,072,359
<b>ASSUMPTIONS:</b>						
Working capital goal for operations	\$1,000,000					
Filtered water revenue increase:						
2010-11 through 2014-15	3.00%					
Industrial water sales increase	0.25%					
Capital charges - based on estimated schedule						
Other income increase per year	1.00%					
Personnel services increase per year	4.50%					
Other operating expenses increase per year	2.00%					
Raw water cost increase	3.00%					
Investment earnings on working capital	0.50%					
Retirement of debt - actual						
Investment in assets: five-year capital plan						





## **Internal Service Funds**

*for the Fiscal Year Ending June 30, 2011*

**Equipment Revolving Fund**

**Health Insurance Fund**

**Information Services Funds**

**Municipal Service Annex Fund**

**Municipal Service Center Fund**

**Property and Liability Insurance Fund**

**Renewable Energy Services Fund**

**Special Assessment Revolving Fund**





**Public Services Director .....Karen Murphy**



## Service Statement

The department's scope of services includes: provide vehicle and equipment repair and preventative maintenance services; oversee building maintenance for the Municipal Service Center; develop bid specifications and make purchasing recommendations for new vehicles and equipment that meet the operational needs of City departments; provide in-house welding and fabrication services; operate fuel station for diesel and unleaded gasoline; and manage disposal of used equipment via trade-in, auction or the sealed bid process.

## Functions

### Administrative Services

- Coordinates & monitors daily staff activities
- Coordinates safety and job specific training for staff
- Prepares equipment and vehicle specifications for the bid process
- Evaluates bids received and makes recommendations for purchase in the best interest of the City
- Administers department budget
- Coordinates Municipal Service Center building repairs and improvements
- Manages computerized fleet management program
- Administers annual blanket purchase orders with over 220 parts suppliers
- Specifies and obtains necessary supplies, equipment and tools
- Maintains two 20,000 gallon fuel tanks and a computerized fuel inventory program to supply unleaded and diesel fuel to all City departments as well as Emergency Medical Services and Senior Services
- Coordinates the disposal of used equipment and vehicles through trade-in, auction or the sealed bid process
- Maintains and updates short- and long-range capital plans for vehicle and equipment replacement annually by evaluating age, mileage and condition of each unit in the fleet
- Determines maintenance & replacement costs for fleet items, and establishes monthly rental charges accordingly
- Recommends new and improved equipment and vehicles to increase the safety and efficiency of City operations

- Actively participates in Department of Public Works Safety Committee

### Fleet Maintenance

- Provides equipment and vehicle preventative maintenance and repair services for the City fleet comprised of over 400 vehicles and pieces of equipment used by the Assessing, Building, Clerk, Dial-A-Ride, Engineering, Fire, Housing, Landfill, Library, Parks, Planning, Police, Public Services, Wastewater and Water departments
- Performs in-house welding and fabrication services and offers these services to all City departments
- Fabricates specialty equipment, including custom truck bodies, trailers and leaf collection implements
- Operates three overlapping shifts to provide in-shop and on-site service from 4:00 a.m. – 5:30 p.m. Monday – Friday, with emergency on-call service available at all other times
- Engineers and implements creative solutions to rectify safety concerns raised by the department safety committees relating to vehicle and equipment safety
- Performs in-house diagnostics and repair on diesel and gasoline engines, transmissions and anti-lock brakes using state-of-the-art computerized diagnostic tools
- Conducts monthly building maintenance audit for the Municipal Service Center to check the operation of emergency lighting, fire extinguishers, eye wash stations and chemical showers

# Equipment Revolving Fund

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Equipment Maintenance	\$ 3,991,359	\$ 3,889,360	\$ 4,538,827	\$ 4,466,944	\$ 3,872,228	-13.3%
<b>Total Department</b>	<b>\$ 3,991,359</b>	<b>\$ 3,889,360</b>	<b>\$ 4,538,827</b>	<b>\$ 4,466,944</b>	<b>\$ 3,872,228</b>	<b>-13.3%</b>
Personal Services	\$ 1,419,575	\$ 1,518,467	\$ 1,523,481	\$ 1,493,580	\$ 1,541,925	3.2%
Supplies	691,552	681,485	742,525	741,701	688,843	-7.1%
Other Services/Charges	475,513	527,832	599,855	599,977	510,960	-14.8%
Miscellaneous	184,433	12,548	39,280	39,280	25,000	-36.4%
Capital Outlay	1,220,286	1,149,028	1,633,686	1,592,406	1,105,500	-30.6%
Operating Transfers Out	-	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 3,991,359</b>	<b>\$ 3,889,360</b>	<b>\$ 4,538,827</b>	<b>\$ 4,466,944</b>	<b>\$ 3,872,228</b>	<b>-13.3%</b>

### Personnel Summary

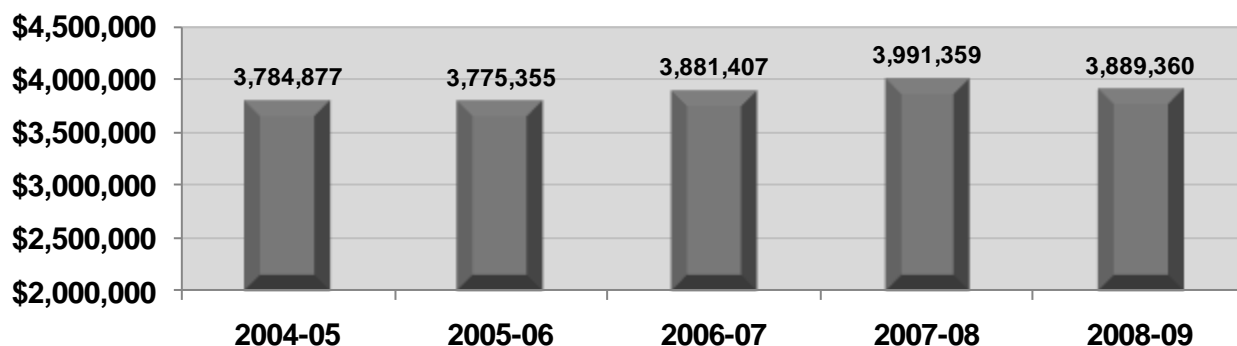
Full-Time	15	15	15	15	15
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

A professional fleet consultant was hired in 2008-09 to perform a best practices review of the City's fleet management operation. Recommendations from the consultant will continue to be implemented over the upcoming year to help improve efficiencies both in the overall administration of the fleet and the provision of fleet services. A new fleet management software is scheduled for implementation this fiscal year as part of the recommendation.

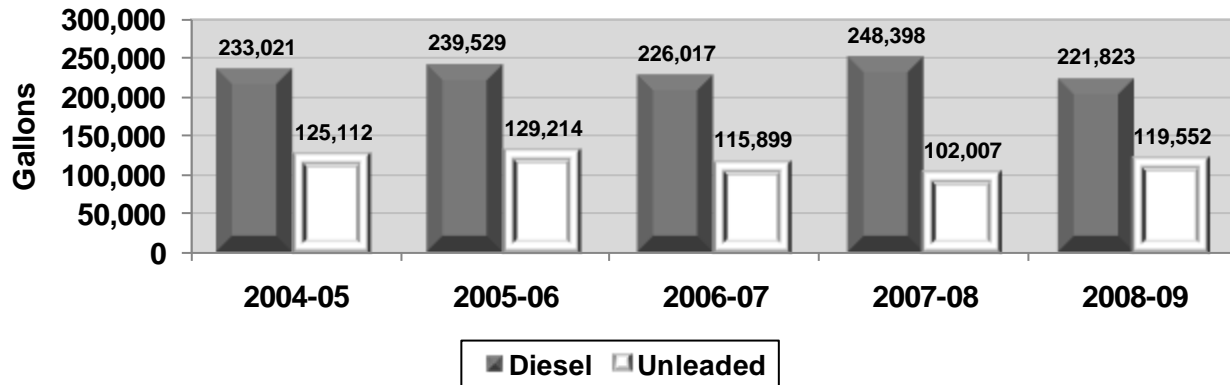
### 5-Year Operating Budget History



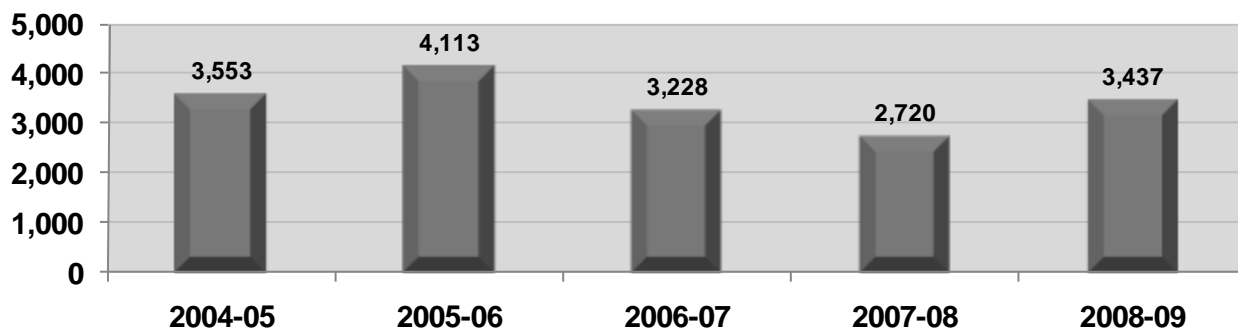


## Key Departmental Trends

**Fuel Consumption (Diesel & Unleaded Gasoline)**



**Work Orders Completed**



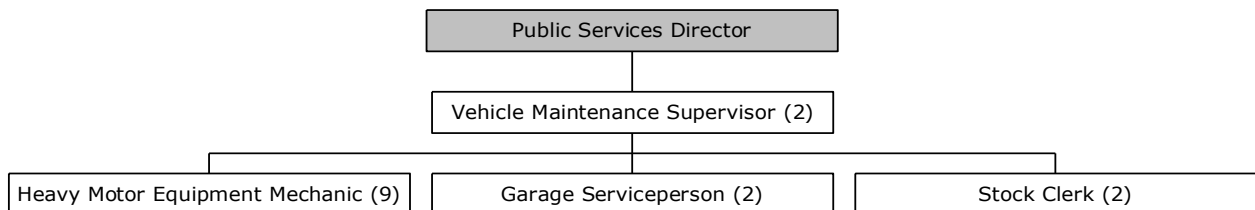
While an effort was made from 2006-2008 to consolidate work orders on vehicles to minimize paperwork, the fleet consultant recommended against this practice. This change in process is reflected in the increased number of work orders in 2008-09.

## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Number of vehicles/equipment in fleet	424	424	0.0%
Diesel fuel dispensed (gallons)	248,398	221,823	-10.7%
Unleaded fuel dispensed (gallons)	102,007	119,552	17.2%
Work orders processed	2,720	3,437	26.4%
Used oil recycled (gallons)	3,150	2,940	-6.7%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Average age of police patrol cars (years)	2.3	1.5	-34.8%
Average age of salt/plow trucks (years)	6.6	5.9	-10.6%

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Vehicle Maintenance Supervisor	2	2	2
Stock Clerk	2	2	2
Garage Serviceperson	2	2	2
Heavy Motor Equipment Mechanic	9	9	9
<b>Total Full-Time</b>	<b>15</b>	<b>15</b>	<b>15</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>15</b>	<b>15</b>	<b>15</b>

# Equipment Revolving Fund

## FUND 640 - EQUIPMENT REVOLVING FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
Equipment rentals	\$ 3,802,008	\$ 3,925,672	\$ 3,925,672	\$ 3,674,909
Gas and oil sales	73,414	65,000	55,000	54,000
Equipment maintenance	96,269	120,000	97,000	100,000
Total operating revenues	3,971,691	4,110,672	4,077,672	3,828,909
<b>Operating Expenses</b>				
Personal services	1,518,467	1,523,481	1,493,580	1,541,925
Supplies	681,485	742,525	741,701	688,843
Other charges	527,832	599,855	599,977	510,960
Reserve for contingencies	-	25,000	25,000	25,000
Total operating expenses	2,727,784	2,890,861	2,860,258	2,766,728
Net Operating Income	1,243,907	1,219,811	1,217,414	1,062,181
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	31,256	30,000	9,548	10,000
Sale of assets - net	139,916	73,610	157,602	117,290
Miscellaneous revenues	4,598	1,500	2,560	1,500
Miscellaneous expenses	(12,548)	(14,280)	(14,280)	-
Total non-operating revenues (expenses)	163,222	90,830	155,430	128,790
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(1,149,028)	(1,633,686)	(1,592,406)	(1,105,500)
Total other financing sources (uses)	(1,149,028)	(1,633,686)	(1,592,406)	(1,105,500)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	258,101	(323,045)	(219,562)	85,471
<b>Working Capital - beginning of year</b>	1,497,513	1,755,614	1,755,614	1,536,052
<b>Working Capital - end of year</b>	\$ 1,755,614	\$ 1,432,569	\$ 1,536,052	\$ 1,621,523

# Equipment Revolving Fund

## EQUIPMENT REVOLVING FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
Equipment rentals	\$ 3,925,672	\$ 3,674,909	\$ 3,858,654	\$ 4,051,587	\$ 4,254,166	\$ 4,466,874
Gas and oil sales	55,000	54,000	55,620	57,289	59,008	60,778
Equipment maintenance	97,000	100,000	103,000	106,090	109,273	112,551
Total operating revenues	4,077,672	3,828,909	4,017,274	4,214,966	4,422,447	4,640,203
<b>Operating Expenses</b>						
Personal services	1,493,580	1,541,925	1,611,312	1,683,821	1,759,593	1,838,775
Supplies	741,701	688,843	702,620	716,672	731,005	745,625
Other charges	599,977	510,960	521,179	531,603	542,235	553,080
Reserve for contingencies	25,000	25,000	25,000	25,000	25,000	25,000
Total operating expenses	2,860,258	2,766,728	2,860,111	2,957,096	3,057,833	3,162,480
Net Operating Income	1,217,414	1,062,181	1,157,163	1,257,870	1,364,614	1,477,723
<b>Non-operating Revenues (Expenses)</b>						
Investment earnings	9,548	10,000	8,108	1,229	1,029	1,088
Sale of assets - net	157,602	117,290	120,000	120,000	120,000	120,000
Miscellaneous revenues	2,560	1,500	1,500	1,500	1,500	1,500
Miscellaneous expenses	(14,280)	-	-	-	-	-
Total non-operating revenues (expenses)	155,430	128,790	129,608	122,729	122,529	122,588
<b>Other Financing Uses</b>						
Investment in assets	(1,592,406)	(1,105,500)	(2,662,500)	(1,420,500)	(1,475,500)	(1,626,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(219,562)	85,471	(1,375,729)	(39,901)	11,643	(25,689)
<b>Working Capital - beginning of year</b>	1,755,614	1,536,052	1,621,523	245,794	205,893	217,536
<b>Working Capital - end of Year</b>	\$ 1,536,052	\$ 1,621,523	\$ 245,794	\$ 205,893	\$ 217,536	\$ 191,847
Working capital goal - operations	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Working capital for investment in assets	1,486,052	1,571,523	195,794	155,893	167,536	141,847
	\$ 1,536,052	\$ 1,621,523	\$ 245,794	\$ 205,893	\$ 217,536	\$ 191,847
<b>ASSUMPTIONS:</b>						
Rental rate increases:						
2011/12	5.00%					
2012/13	5.00%					
2013/14	5.00%					
2014/15	5.00%					
Labor and benefits annual increase	4.50%					
Operating expense increase per year	2.00%					
Investment earnings on working capital	0.50%					

Investment in assets: ten-year capital plan



**Fiscal Services Director ..... David A. Keenan**



### **Service Statement**

The Health Insurance Fund is an internal service fund used to account for revenues and expenses associated with providing health insurance coverage to the City's active and retired employees and dependents. Its primary source of revenue is cost reimbursements from the other funds within the City, as well as employee premium sharing. Its expenses consist of actual claims, insurance premiums, and administrative costs paid to Blue Cross Blue Shield of Michigan, and prefunding contributions toward postemployment healthcare benefits.

FUND 680 - HEALTH INSURANCE FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Insurance services	\$ 10,933,372	\$ 10,625,000	\$ 9,750,210	\$ 9,750,210
Medicare reimbursements	708,996	174,000	480,000	230,000
Investment earnings	71,556	60,000	30,000	30,000
Insurance refunds	-	461,750	221,000	221,000
Total operating revenues	11,713,924	11,320,750	10,481,210	10,231,210
<b>Operating Expenses</b>				
Health insurance claims	6,952,705	8,237,000	7,396,000	8,200,000
Contribution to post employment trust	4,790,788	2,375,000	2,800,000	2,500,000
Consultant	162,815	100,000	175,000	100,000
Miscellaneous expenses	225	-	-	-
Total operating expenses	11,906,533	10,712,000	10,371,000	10,800,000
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(192,609)	608,750	110,210	(568,790)
<b>Working Capital - beginning of year</b>	4,487,585	4,294,976	4,294,976	4,405,186
<b>Working Capital - end of year</b>	\$ 4,294,976	\$ 4,903,726	\$ 4,405,186	\$ 3,836,396





**Fiscal Services Director ..... David A. Keenan**  
**Information Services Manager ..... Tadd Underhill**  
**Assistant Information Services Manager ..... Chris Miller**



### Service Statement

The Information Services Department supports the computerization needs for all City departments. The result of this computer automation is an improvement in the productivity and accuracy of routine tasks and assistance in controlling and reducing operating costs. Fast availability to tremendous amounts of information stored on City servers is critical to the duties assigned to many employees.

Computer support is provided to personnel in 15 building locations throughout Midland. The City's website is available to all citizens or other interested parties around the world. Information Services staff members are on call around the clock to provide computer access 24 hours a day, every day of the year.

There are six technology platforms that City of Midland personnel rely on for automation and electronic communication. The first is an IBM iSeries minicomputer. This system stores the software and processes the data related to the financial, utility, parcel and public safety needs of the City of Midland. The second platform consists of the file servers that handle e-mail, calendar, voicemail, web and other systems. These servers also provide file storage for all employees' word processing documents, spreadsheet files and other documents. The third platform consists of the personal computers that are installed on the desks of many employees. The Microsoft Office suite is installed on every desktop PC to provide convenient access to word processing and spreadsheet applications. Microsoft Exchange/Outlook is used for calendaring and e-mail functions and provides for internal and external communications. The fourth platform consists of the network infrastructure, which connects all City facilities to centralized server and telephone resources. The fifth platform consists of the Avaya telephone systems installed in most major City facilities. The integrated phone systems provide for consistent features, centralized voicemail, four-digit dialing between employees and aggregated telephone service. The final platform is the Geographic Information System (GIS). GIS allows information such as floodplain locations, or all commercial zoned properties in the city, to be displayed in an easy-to-read graphical format on a computer.

Approximately 345 computers, scanners and laser printers are covered under a five-year replacement and maintenance plan. The replacement process cycles equipment out of production that has reached the end of its useful life. The new equipment generally performs the required functions faster and allows staff to be more productive. In terms of routine maintenance, equipment repairs are performed as needed, and a number of software applications and processes are routinely handled. First, all computers are updated daily with antivirus definitions. Anti-spyware software has also been deployed. Microsoft operating system and office suite patches are downloaded and automatically installed as needed. Finally, anti-spam software greatly reduces the amount of useless email employees receive.

Information Services personnel allocate considerable resources to maintaining existing equipment, software and infrastructure. The activities involve a number of different tasks such as resolving program bugs, answering user questions about software functionality, software enhancements, hardware maintenance, training, etc. Many of these activities are related to the SunGard software modules such as Tax Billing, Land Management, General Ledger, etc. Over 20 SunGard modules are currently deployed within City departments.

Because of the ever-increasing amount of data that must be protected against loss, Information Services has deployed and maintains a disk-to-disk-to-tape (D2D2T) backup system. This system provides nightly, fast, secure and reliable backups. Backups are stored on high-capacity hard drives on a daily basis and are automatically offloaded to tape once per week. Disaster recovery testing is regularly performed to ensure that data can be recovered in an emergency.

### Functions

#### **Administrative Functions**

- Prepares and administers IS budget
- Keeps abreast of technological changes
- Develops short- and long-term plans
- Manages purchases and implementation
- Establishes standards in coordination with City departments
- Recommends and adopts policies
- Maintains software and equipment inventory
- Maintains relationships with City departments
- Coordinates and evaluates staff development and activities
- Develops and implements training programs for City employees

#### **Applications Support**

- Performs requirements analysis to determine application software needs
- Recommends and implements application software
- Provides initial and ongoing training
- Functions as front line support and acts as the liaison between software vendors and end users to resolve issues
- Implements change requests and enhancements
- Responsible for successful software upgrades
- Custom programming and interfaces
- Maintenance of Intranet and Internet web sites

#### **Client Support**

- Provides hardware support and maintenance
- Provides desktop software support and maintenance
- Purchases and installs new equipment and software
- Serves as the contact with various vendors

#### **Infrastructure Support**

- Network administration
- iSeries management
- GIS systems management
- Support of all technology needed to provide data communications
- Responsible for installation, maintenance and upgrade of network and iSeries operating systems and software
- Responsible for communications and network equipment, and iSeries maintenance
- Develops and executes backup procedures
- Maintains e-mail and enterprise fax communication gateways
- Responsible for network, telecommunication, and iSeries security
- Maintenance and support of telecommunication systems

## Department at a Glance

Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Operations	943,328	1,050,846	1,752,624	1,797,105	1,405,498	-21.8%
Computer Rental	290,225	156,171	171,650	171,649	182,260	6.2%
GIS	322,493	343,918	561,418	509,474	354,977	-30.3%
<b>Total Department</b>	<b>\$ 1,556,046</b>	<b>\$ 1,550,935</b>	<b>\$ 2,485,692</b>	<b>\$ 2,478,228</b>	<b>\$ 1,942,735</b>	<b>-21.6%</b>

Personal Services	\$ 863,446	\$ 938,439	\$ 990,111	\$ 921,884	\$ 921,006	-0.1%
Supplies	195,655	24,442	69,000	67,835	115,000	69.5%
Other Services/Charges	495,295	533,295	766,831	717,097	698,379	-2.6%
Miscellaneous	(37,025)	5,274	-	-	-	100.0%
Capital Outlay	38,675	49,485	659,750	771,412	208,350	-73.0%
<b>Total Department</b>	<b>\$ 1,556,046</b>	<b>\$ 1,550,935</b>	<b>\$ 2,485,692</b>	<b>\$ 2,478,228</b>	<b>\$ 1,942,735</b>	<b>-21.6%</b>

### Personnel Summary

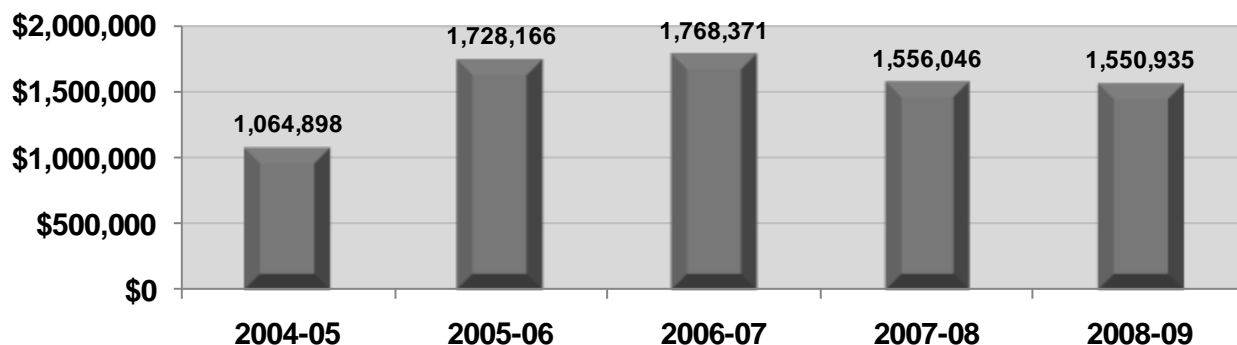
Full-Time	8	8	8	8	7
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

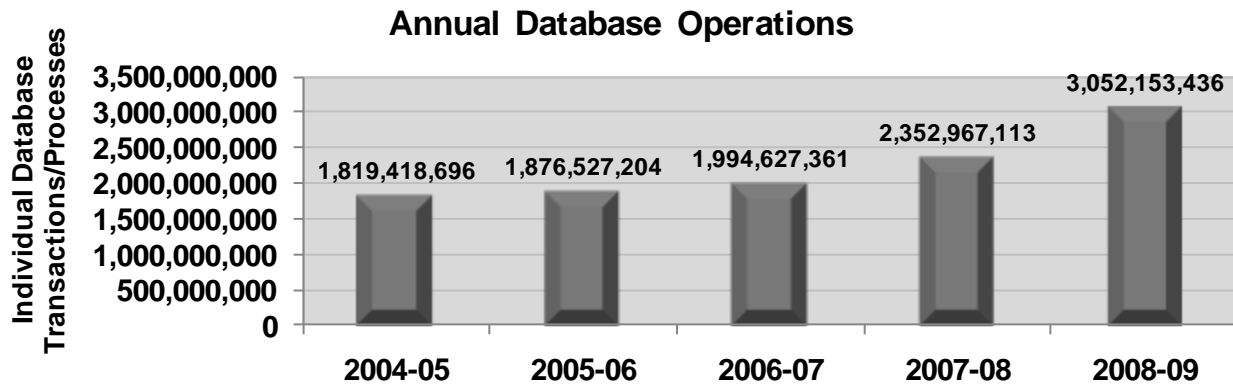
Capital purchase requests have been reduced from \$125,000 to \$95,000 in the Operations Fund, and computer replacements will now occur every five years instead of four for the Rental Fund.

### 5-Year Operating Budget History



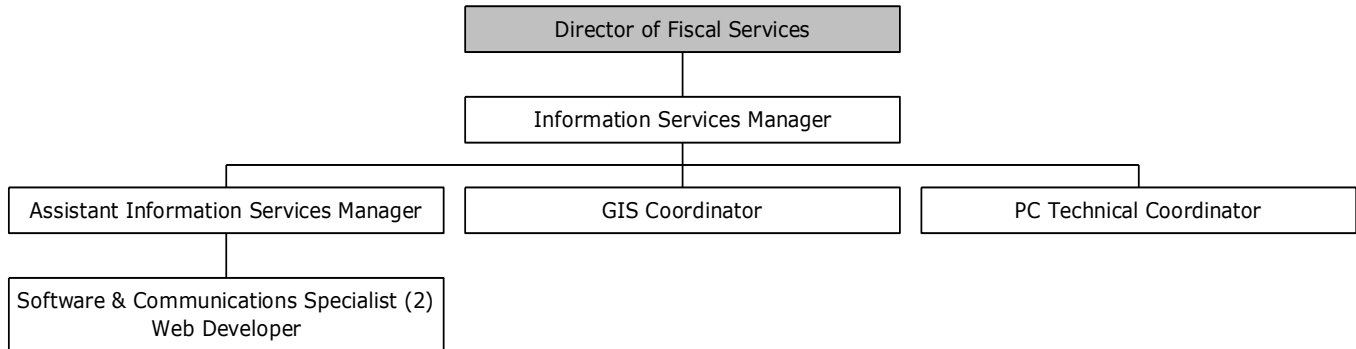
The implementation of the Geographic Information System began during the 2005-2006 budget year and accounts for the increase from 2005 through 2007.

**Key Departmental Trends**



This chart represents the utilization of the following enterprise software modules: Application Tracking, Accounts Receivable, Business Licenses, Building Permits, Code Enforcement, Crimes Management System, Fires Management System, Fixed Assets, Fleet Management, General Ledger, Human Resources, Land/Parcel Management, Loans/Special Assessments, Parking Tickets, Payroll/Personnel/Pension Payroll, Planning and Zoning, Purchasing/Inventory, Tax Billing, Utility Billing/Customer Information and Word Orders/Facilities Management.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Information Services Manager	1	1	1
Assistant Information Services Manager	1	1	1
Geographical Information Services Manager	1	1	0
Software & Communications Specialist	2	2	2
Web Developer	1	1	1
Geographical Information Services Technician	1	1	0
Geographical Information Services Coord	0	0	1
PC Technical Coordinator	1	1	1
<b>Total Full-Time</b>	<b>8</b>	<b>8</b>	<b>7</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>8</b>	<b>8</b>	<b>7</b>

**FUND 636 - INFORMATION SERVICES - OPERATIONS FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
**Fiscal Year Ending June 30, 2011**

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
EDP charges - internal	\$ 969,000	\$ 902,800	\$ 894,963	\$ 883,000
PC service rental charges	135,041	108,750	108,750	130,524
Total operating revenues	<u>1,104,041</u>	<u>1,011,550</u>	<u>1,003,713</u>	<u>1,013,524</u>
<b>Operating Expenses</b>				
Personal services	692,748	733,537	716,407	770,758
Supplies	12,829	8,000	8,000	38,000
Other charges	295,902	338,337	338,286	363,390
Reserve for contingencies	-	50,000	-	50,000
Total operating expenses	<u>1,001,479</u>	<u>1,129,874</u>	<u>1,062,693</u>	<u>1,222,148</u>
Net Operating Income (Loss)	<u>102,562</u>	<u>(118,324)</u>	<u>(58,980)</u>	<u>(208,624)</u>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	27,104	15,500	5,508	5,510
Miscellaneous expenses	(2,881)	-	-	-
Total non-operating revenues (expenses)	<u>24,223</u>	<u>15,500</u>	<u>5,508</u>	<u>5,510</u>
<b>Other Financing Uses</b>				
Operating transfers out	(2,000)	-	-	-
Investment in assets	(44,486)	(622,750)	(734,412)	(183,350)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	80,299	(725,574)	(787,884)	(386,464)
<b>Working Capital - beginning of year</b>	<u>1,364,330</u>	<u>1,444,629</u>	<u>1,444,629</u>	<u>656,745</u>
<b>Working Capital - end of year</b>	<u>\$ 1,444,629</u>	<u>\$ 719,055</u>	<u>\$ 656,745</u>	<u>\$ 270,281</u>
<b>Working Capital</b>				
Reserved for equipment replacement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 25,000
Unreserved	1,394,629	669,055	606,745	245,281
	<u>\$ 1,444,629</u>	<u>\$ 719,055</u>	<u>\$ 656,745</u>	<u>\$ 270,281</u>



## INFORMATION SERVICES - OPERATIONS FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
EDP charges - internal	\$ 894,963	\$ 883,000	\$ 913,905	\$ 945,892	\$ 978,998	\$ 1,013,263
PC rental service charges	108,750	130,524	136,398	142,536	148,950	155,653
Total operating revenues	<u>1,003,713</u>	<u>1,013,524</u>	<u>1,050,303</u>	<u>1,088,428</u>	<u>1,127,948</u>	<u>1,168,916</u>
<b>Operating Expenses</b>						
Personal services	716,407	770,758	764,687	699,098	730,557	763,432
Supplies	8,000	38,000	23,160	28,323	28,489	48,659
Other charges	338,286	363,390	324,336	330,823	337,439	344,188
Reserve for contingencies	-	50,000	-	-	-	-
Total operating expenses	<u>1,062,693</u>	<u>1,222,148</u>	<u>1,112,183</u>	<u>1,058,244</u>	<u>1,096,485</u>	<u>1,156,279</u>
Net Operating Income (Loss)	<u>(58,980)</u>	<u>(208,624)</u>	<u>(61,880)</u>	<u>30,184</u>	<u>31,463</u>	<u>12,637</u>
<b>Non-operating Revenues</b>						
Investment earnings	<u>5,508</u>	<u>5,510</u>	<u>1,351</u>	<u>774</u>	<u>679</u>	<u>589</u>
<b>Other Financing Uses</b>						
Investment in assets	<u>(734,412)</u>	<u>(183,350)</u>	<u>(55,000)</u>	<u>(50,000)</u>	<u>(50,000)</u>	<u>(30,000)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(787,884)	(386,464)	(115,529)	(19,042)	(17,858)	(16,774)
<b>Working Capital - beginning of year</b>	<u>1,444,629</u>	<u>656,745</u>	<u>270,281</u>	<u>154,752</u>	<u>135,710</u>	<u>117,852</u>
<b>Working Capital - end of year</b>	<u>\$ 656,745</u>	<u>\$ 270,281</u>	<u>\$ 154,752</u>	<u>\$ 135,710</u>	<u>\$ 117,852</u>	<u>\$ 101,078</u>
Working capital - equipment replacement	\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Working capital - operations	<u>606,745</u>	<u>245,281</u>	<u>129,752</u>	<u>110,710</u>	<u>92,852</u>	<u>76,078</u>
	<u>\$ 656,745</u>	<u>\$ 270,281</u>	<u>\$ 154,752</u>	<u>\$ 135,710</u>	<u>\$ 117,852</u>	<u>\$ 101,078</u>
<b>ASSUMPTIONS:</b>						
Working capital goal	\$ 100,000					
EDP Charges-Internal revenues projections:						
2010-11	-1.30%					
2011-12 thereafter	3.50%					
PC Service Rental revenue projections	4.50%					
Personal services annual increase	4.50%					
Other charges increase per year	2.00%					
Investment earnings on working capital	0.50%					
Investment in assets: five-year capital plan						

**FUND 637 - INFORMATION SERVICES - COMPUTER RENTAL FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
**Fiscal Year Ending June 30, 2011**

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
Computer rentals	\$ 194,095	\$ 173,842	\$ 173,842	\$ 172,397
Total operating revenues	194,095	173,842	173,842	172,397
<b>Operating Expenses</b>				
Supplies	9,229	52,000	51,999	66,000
Other charges	146,942	114,650	114,650	116,260
Total operating expenses	156,171	166,650	166,649	182,260
Net Operating Income (Loss)	37,924	7,192	7,193	(9,863)
<b>Non-operating Revenues</b>				
Investment earnings	5,498	3,000	1,332	1,332
Miscellaneous revenues	-	1,750	1,749	1,750
Total non-operating revenues	5,498	4,750	3,081	3,082
<b>Other Financing Uses</b>				
Investment in assets	-	(5,000)	(5,000)	-
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	43,422	6,942	5,274	(6,781)
<b>Working Capital - beginning of year</b>	268,332	311,754	311,754	317,028
<b>Working Capital - end of year</b>	\$ 311,754	\$ 318,696	\$ 317,028	\$ 310,247

## INFORMATION SERVICES - COMPUTER RENTAL FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
Computer rentals	\$ 173,842	\$ 172,397	\$ 175,845	\$ 179,362	\$ 182,949	\$ 186,608
<b>Operating Expenses</b>						
Supplies	51,999	66,000	92,120	196,242	44,367	72,494
Other charges	114,650	116,260	121,492	126,959	132,672	138,642
Total operating expenses	166,649	182,260	213,612	323,201	177,039	211,136
Net Operating Income	7,193	(9,863)	(37,767)	(143,839)	5,910	(24,528)
<b>Non-operating Revenues</b>						
Investment earnings	1,332	1,332	1,551	1,379	675	717
Miscellaneous revenues	1,749	1,750	1,750	1,750	1,750	1,750
Total non-operating revenues	3,081	3,082	3,301	3,129	2,425	2,467
<b>Other Financing Uses</b>						
Investment in assets	(5,000)	-	-	-	-	-
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	5,274	(6,781)	(34,466)	(140,710)	8,335	(22,061)
<b>Working Capital - beginning of year</b>	311,754	317,028	310,247	275,781	135,071	143,406
<b>Working Capital - end of year</b>	\$ 317,028	\$ 310,247	\$ 275,781	\$ 135,071	\$ 143,406	\$ 121,345
<b>ASSUMPTIONS:</b>						
Working capital goal	\$ 50,000					
Computer rental rate increase						
2010/11	0%					
2011/12 thereafter	2.00%					
Supplies annual increase	2.00%					
Other charges increase per year	4.50%					
Investment earnings on working capital	0.50%					
Computers/printers budgeted in Supplies per five-year replacement schedule						
Investment in assets: five-year capital plan						

**FUND 638 - GEOGRAPHIC INFORMATION SYSTEMS FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
**Fiscal Year Ending June 30, 2011**

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
GIS charges	\$ 431,767	\$ 399,900	\$ 395,236	\$ 311,800
Total operating revenues	431,767	399,900	395,236	311,800
<b>Operating Expenses</b>				
Personal services	245,691	256,574	205,477	150,248
Supplies	2,384	9,000	7,836	11,000
Other charges	90,451	233,844	234,161	138,729
Reserve for contingencies	-	30,000	30,000	30,000
Total operating expenses	338,526	529,418	477,474	329,977
Net Operating Income (Loss)	93,241	(129,518)	(82,238)	(18,177)
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	11,233	11,000	2,750	2,750
Miscellaneous revenues	1,342	-	-	-
Miscellaneous expenses	(393)	-	-	-
Total non-operating revenues (expenses)	12,182	11,000	2,750	2,750
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(4,999)	(32,000)	(32,000)	(25,000)
Total other financing sources (uses)	(4,999)	(32,000)	(32,000)	(25,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	100,424	(150,518)	(111,488)	(40,427)
<b>Working Capital - beginning of year</b>	530,077	630,501	630,501	519,013
<b>Working Capital - end of year</b>	\$ 630,501	\$ 479,983	\$ 519,013	\$ 478,586

## GEOGRAPHIC INFORMATION SYSTEMS FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
GIS charges	\$ 395,236	\$ 311,800	\$ 311,800	\$ 311,800	\$ 311,800	\$ 311,800
Total operating revenues	395,236	311,800	311,800	311,800	311,800	311,800
<b>Operating Expenses</b>						
Personal services	205,477	150,248	157,009	164,074	171,457	179,173
Supplies	7,836	11,000	11,220	11,444	11,673	11,906
Other charges	234,161	138,729	141,504	144,334	147,221	150,165
Reserve for contingencies	30,000	30,000	-	-	-	-
Total operating expenses	477,474	329,977	309,733	319,852	330,351	341,244
Net Operating Income (Loss)	(82,238)	(18,177)	2,067	(8,052)	(18,551)	(29,444)
<b>Non-operating Revenues</b>						
Investment earnings	2,750	2,750	2,393	2,265	2,061	1,854
<b>Other Financing Uses</b>						
Investment in assets	(32,000)	(25,000)	(30,000)	(35,000)	(25,000)	(30,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(111,488)	(40,427)	(25,540)	(40,787)	(41,490)	(57,590)
<b>Working Capital - beginning of year</b>	630,501	519,013	478,586	453,046	412,260	370,770
<b>Working Capital - end of year</b>	\$ 519,013	\$ 478,586	\$ 453,046	\$ 412,260	\$ 370,770	\$ 313,180

### ASSUMPTIONS:

Working capital goal	\$ 50,000
GIS Charges revenues projections:	
2010-11	-21.00%
2011-12 thereafter	0%
Personal services annual increase	4.50%
Supplies and Other charges annual increase	2.00%
Investment earnings on working capital	0.50%
Investment in assets: five-year capital plan	





**Public Services Director .....Karen Murphy**





## Service Statement

To support increasing activities in and around the downtown area, the City of Midland acquired 7.97 acres of land and a 10,000-square-foot storage building from 4D Old Castle Inc. at their industrial site on River Road in 2008. The land and storage building will be shared by the Parks, Planning, Utilities and Engineering departments. These departments will store such items as the portable stage, iceless skating rink, mowers, housing rehabilitation materials, traffic signs and large sections of water main pipe. In addition to increasing materials storage capacity, the building will provide the opportunity to place manpower and resources in close proximity to the downtown area.

In addition to the General Fund and Water Fund's contributions, the acquisition of the property was made possible by the generous participation of the Herbert H. and Grace A. Dow, Rollin M. Gerstacker, and Charles J. Strosacker foundations.

## Department at a Glance

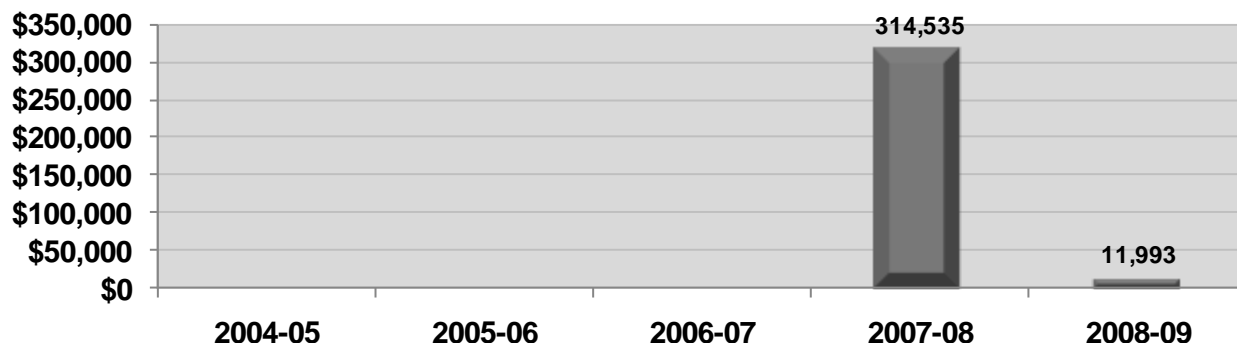
Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Building Operations	\$ 314,535	\$ 11,993	\$ 23,744	\$ 23,294	\$ 23,609	1.4%
<b>Total Department</b>	<b>\$ 314,535</b>	<b>\$ 11,993</b>	<b>\$ 23,744</b>	<b>\$ 23,294</b>	<b>\$ 23,609</b>	<b>1.4%</b>
Personal Services	\$ -	\$ -	\$ 1,120	\$ 1,160	\$ 840	-27.6%
Supplies	-	-	400	-	-	0.0%
Other Services/Charges	4,484	11,993	17,224	17,134	17,769	3.7%
Capital Outlay	310,051	-	5,000	5,000	5,000	0.0%
<b>Total Department</b>	<b>\$ 314,535</b>	<b>\$ 11,993</b>	<b>\$ 23,744</b>	<b>\$ 23,294</b>	<b>\$ 23,609</b>	<b>1.4%</b>

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

There are no significant changes for 2010-11 for the Municipal Service Annex.

### 5-Year Operating Budget History



FUND 642 - MUNICIPAL SERVICE ANNEX FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
Building rentals	\$ 18,220	\$ 23,744	\$ 23,744	\$ 23,744
Total operating revenues	18,220	23,744	23,744	23,744
<b>Operating Expenses</b>				
Personal services	-	1,120	1,160	840
Supplies	-	400	-	-
Other charges	11,993	12,224	12,134	12,769
Reserve for contingencies	-	5,000	5,000	5,000
Total operating expenses	11,993	18,744	18,294	18,609
Net Operating Income (Loss)	6,227	5,000	5,450	5,135
<b>Non-operating Revenues</b>				
Miscellaneous revenues	816	-	-	-
Investment earnings	178	183	74	75
Total non-operating revenues	994	183	74	75
<b>Other Financing Sources (Uses)</b>				
Investment in assets	-	(5,000)	(5,000)	(5,000)
Total other financing sources (uses)	-	(5,000)	(5,000)	(5,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	7,221	183	524	210
<b>Working Capital - beginning of year</b>	4,224	11,445	11,445	11,969
<b>Working Capital - end of year</b>	\$ 11,445	\$ 11,628	\$ 11,969	\$ 12,179



**Public Services Director .....Karen Murphy**



## Service Statement

The scope of services includes: provide custodial services for the main facility; provide for routine building maintenance activities; schedule regular preventative maintenance services for electrical, plumbing, HVAC and mechanical systems; perform monthly building safety audits; implement building modifications as feasible to better meet the needs of on-site departments.

## Functions

### Administrative Services

- Administers department budget
- Coordinates building repairs using available garage and DPW staff
- Rents facility space at the Municipal Service Center to Signs/Signals, Water Distribution, Public Works, Parks/Recreation, Equipment Revolving Fund, and Dial-A-Ride
- Analyzes building needs and implements changes to building design/layout to better meet the needs of departments housed within
- Develops long-range capital plans for all the major systems to ensure adequate funding is allocated for future maintenance or replacement

### Building Maintenance

- Provides in-house custodial services for the Municipal Service Center facility
- Develops and follows through with service procedures for the building
- Conducts annual building audits in cooperation with the City's Safety & Health Manager
- Schedules routine maintenance on the mechanical, electrical, HVAC and plumbing systems within the facility
- Conducts monthly building audit to ensure proper operation of emergency lighting, fire extinguishers, eye wash stations and chemical showers

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Building Operations	\$ 365,312	\$ 308,079	\$ 636,390	\$ 345,382	\$ 572,683	65.8%
<b>Total Department</b>	<b>\$ 365,312</b>	<b>\$ 308,079</b>	<b>\$ 636,390</b>	<b>\$ 345,382</b>	<b>\$ 572,683</b>	<b>65.8%</b>

Personal Services	\$ 67,342	\$ 101,496	\$ 88,589	\$ 77,698	\$ 88,287	13.6%
Supplies	12,448	9,340	12,500	11,500	11,500	0.0%
Other Services/Charges	186,047	192,243	192,527	197,373	201,933	2.3%
Miscellaneous	-	-	-	-	-	0.0%
Capital Outlay	99,475	5,000	342,774	58,811	270,963	360.7%
<b>Total Department</b>	<b>\$ 365,312</b>	<b>\$ 308,079</b>	<b>\$ 636,390</b>	<b>\$ 345,382</b>	<b>\$ 572,683</b>	<b>65.8%</b>

### Personnel Summary

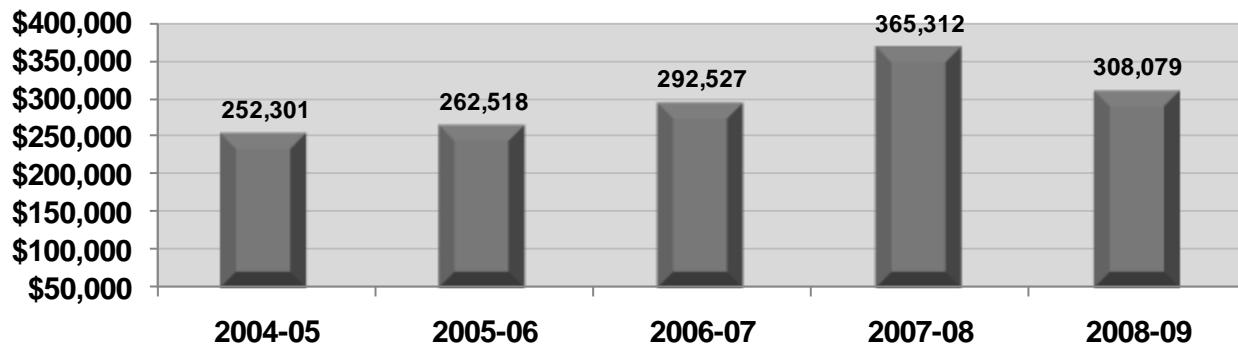
Full-Time	1	1	1	1	1
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Summary of Budget Changes

### Significant Notes – 2010-11 Budget Compared to 2009-10 Budget

There are no significant changes in the 2010-11 budget for the Service Center. Staff continues to evaluate building operations and long-range capital replacement schedules to identify potential efficiencies related to energy conservation and reduction in maintenance costs.

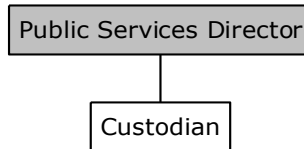
### 5-Year Operating Budget History



## Performance Objectives

Performance Indicators (OUTPUT)	2007-08 Actual	2008-09 Actual	% Change
Maintenance audits performed	12	12	0.0%
Safety audits performed	12	12	0.0%
Performance Indicators (EFFICIENCY)	2007-08 Actual	2008-09 Actual	% Change
Required monthly audits performed	100.0%	100.0%	0.0%

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Custodian	1	1	1
<b>Total Full-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

FUND 641 - MUNICIPAL SERVICE CENTER FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
Building rentals	\$ 325,433	\$ 335,196	\$ 335,196	\$ 335,196
Total operating revenues	325,433	335,196	335,196	335,196
<b>Operating Expenses</b>				
Personal services	101,496	88,589	77,698	88,287
Supplies	9,340	12,500	11,500	11,500
Other charges	192,243	182,527	187,373	191,933
Reserve for contingencies	-	10,000	10,000	10,000
Total operating expenses	303,079	293,616	286,571	301,720
Net Operating Income (Loss)	22,354	41,580	48,625	33,476
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	14,734	14,981	3,409	3,409
Total non-operating revenues (expenses)	14,734	14,981	3,409	3,409
<b>Other Financing Uses</b>				
Investment in assets	(5,000)	(342,774)	(58,811)	(270,963)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	32,088	(286,213)	(6,777)	(234,078)
<b>Working Capital - beginning of year</b>	724,652	756,740	756,740	749,963
<b>Working Capital - end of year</b>	\$ 756,740	\$ 470,527	\$ 749,963	\$ 515,885



## MUNICIPAL SERVICE CENTER FUND FIVE-YEAR FINANCIAL PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Operating Revenues</b>						
Building rentals	\$ 335,196	\$ 335,196	\$ 348,604	\$ 362,548	\$ 377,050	\$ 392,132
Total operating revenues	335,196	335,196	348,604	362,548	377,050	392,132
<b>Operating Expenses</b>						
Personal services	77,698	88,287	92,260	96,412	100,751	105,285
Supplies	11,500	11,500	11,730	11,965	12,204	12,448
Other charges	187,373	191,933	195,772	199,687	203,681	207,755
Reserve for contingencies	10,000	10,000	-	-	-	-
Total operating expenses	286,571	301,720	299,762	308,064	316,636	325,488
Net Operating Income (Loss)	48,625	33,476	48,842	54,484	60,414	66,644
<b>Non-operating Revenues</b>						
Investment earnings	3,409	3,409	2,579	2,837	1,848	2,159
<b>Other Financing Uses</b>						
Investment in assets	(58,811)	(270,963)	-	(255,000)	-	-
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(6,777)	(234,078)	51,421	(197,679)	62,262	68,803
<b>Working Capital - beginning of year</b>	756,740	749,963	515,885	567,306	369,627	431,889
<b>Working Capital - end of year</b>	<u>\$ 749,963</u>	<u>\$ 515,885</u>	<u>\$ 567,306</u>	<u>\$ 369,627</u>	<u>\$ 431,889</u>	<u>\$ 500,692</u>
Working Capital - for operations	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Working Capital - for investment in assets	699,963	465,885	517,306	319,627	381,889	450,692
	<u>\$ 749,963</u>	<u>\$ 515,885</u>	<u>\$ 567,306</u>	<u>\$ 369,627</u>	<u>\$ 431,889</u>	<u>\$ 500,692</u>
<b>ASSUMPTIONS:</b>						
Working capital goal - operations	\$ 50,000					
Rental rate increases:						
2010-11	0%					
2011-12 thereafter	4.0%					
Personal services annual increase	4.5%					
Operating expense & supplies increase per year	2.0%					
Investment earnings on working capital	0.5%					
Investment in assets: five-year capital plan						





**Fiscal Services Director ..... David A. Keenan**



### **Service Statement**

The Property and Liability Insurance Fund is an internal service fund used to account for costs associated with providing forms of property and liability insurance to the City. The primary source of expenditures to the fund is insurance premiums and claims which fall within the policy deductibles. Its primary source of revenue is cost reimbursements from the other funds within the City.

# Property & Liability Insurance Fund

## FUND 675 - PROPERTY AND LIABILITY INSURANCE FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Insurance services	\$ 650,470	\$ 634,027	\$ 631,612	\$ 603,391
Insurance surcharges	130,094	126,803	126,284	60,339
Insurance claims	7,767	-	12,900	-
Insurance refunds	2,138	-	2,222	-
Total operating revenues	790,469	760,830	773,018	663,730
<b>Operating Expenses</b>				
Consultant	-	-	15,000	-
Property insurance	96,698	98,368	104,156	103,716
Liability insurance	441,403	450,231	406,000	406,133
Fleet insurance	96,305	98,231	93,542	93,542
Deductible claims	91,340	250,000	130,500	250,000
Total operating expenses	725,746	896,830	749,198	853,391
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	64,723	(136,000)	23,820	(189,661)
<b>Working Capital - beginning of year</b>	984,861	1,049,584	1,049,584	1,073,404
<b>Working Capital - end of year</b>	\$ 1,049,584	\$ 913,584	\$ 1,073,404	\$ 883,743



Utilities Director ..... Noel Bush





## Service Statement

The City of Midland owns and operates a MDEQ-licensed solid waste disposal facility located at 4311 E. Ashman Street, Midland, Michigan. The CML provides an environmentally responsible and regulatory-compliant waste disposal site for Midland County residents and businesses. The CML site consists of approximately 329 acres.

As part of the natural decomposition process, the solid waste within the landfill generates landfill gas, a combination of methane, carbon dioxide and a small concentration of other chemical compounds. The methane content of the gas will be harnessed and used as a fuel for creating electricity.

A gas pipeline system is located in road right-of-ways, and easements along public roads and residential driveways, and is used for the conveyance of the methane gas from the CML to the Landfill gas to energy facility located at the City of Midland's Wastewater Treatment Plant.

The LFG2E facility houses two Caterpillar 3520 engine/generators capable of producing 1600 kilowatts of electricity each. This energy will be used to offset the electrical consumption of the City of Midland Water and Wastewater Treatment Plant.

A heat recovery system will be used to supplement the heating requirement at the WWTP.

## Functions

### **LFG2E Maintenance**

- Maintain and repair the facility
- Maintenance includes the generators, electrical gear, heat recovery system and building
- 24 hour protection

### **Gas Pipeline Maintenance**

- Maintain and inspect pipeline
- Inspect and remove condensate from manholes

### **Gas Compressor Building Maintenance**

- Maintain equipment and facility
- 24 hour operation

### **Gas Collection System and Flare Maintenance**

- Monitor collection wells for methane extraction
- Maintain flare unit

# Renewable Energy Services Fund

## Department at a Glance

<b>Funding Level Summary</b>	<b>2007-08 Actual</b>		<b>2008-09 Actual</b>		<b>Adjusted 2009-10 Budget</b>	<b>Estimated 2009-10 Budget</b>	<b>Adopted 2010-11 Budget</b>	<b>% of Change</b>
Administration	\$	-	\$	-	\$	-	\$	49,600 0.0%
Electric generation facility		-		-		-		134,441 0.0%
Pipeline-operating/maint.		-		-		-		9,707 0.0%
Gas compr & ctrl system		-		-		-		59,841 0.0%
Capital Outlay		-		-	10,000,000	10,000,000		- -100.0%
Reserve for contingencies		-		-		-		20,000 0.0%
<b>Total Department</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$ 10,000,000</b>	<b>\$ 10,000,000</b>	<b>\$</b>	<b>273,589 -97.3%</b>
Personal Services	\$	-	\$	-	\$	-	\$	80,389 0.0%
Supplies		-		-		-		33,000 0.0%
Other Services/Charges		-		-		-		160,200 0.0%
Debt Service		-		-		-		- 0.0%
Capital Outlay		-		-	10,000,000	10,000,000		- -100.0%
Operating Transfers Out		-		-		-		- 0.0%
<b>Total Department</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$ 10,000,000</b>	<b>\$ 10,000,000</b>	<b>\$</b>	<b>273,589 -97.3%</b>

# Renewable Energy Services Fund

## FUND 645 - RENEWABLE ENERGY SERVICES FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
Electricity sales	\$ -	\$ -	\$ -	\$ 319,700
Total operating revenues	-	-	-	319,700
<b>Operating Expenses</b>				
Administration	-	-	-	49,600
Electric generation facility	-	-	-	134,441
Pipeline - operating/maintenance	-	-	-	9,707
Gas compressor and control system	-	-	-	59,841
Reserve for contingencies	-	-	-	20,000
Total operating expenses	-	-	-	273,589
Net Operating Income (Loss)	-	-	-	46,111
<b>Non-operating Revenues</b>				
Federal grant revenue	-	-	4,000,000	-
Loan proceeds	-	10,000,000	6,000,000	-
Total non-operating revenues	-	10,000,000	10,000,000	-
<b>Other Financing Sources (Uses)</b>				
Investment in assets	-	(10,000,000)	(10,000,000)	-
Total other financing sources (uses)	-	(10,000,000)	(10,000,000)	-
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	-	-	-	46,111
<b>Working Capital - beginning of year</b>	-	-	-	-
<b>Working Capital - end of year</b>	\$ -	\$ -	\$ -	\$ 46,111





**Fiscal Services Director ..... David A. Keenan**



### **Service Statement**

The Special Assessment Revolving Loan Fund provides interim financing for those construction costs borne to property owners participating in the City's sidewalk, water, sewer, and street paving special assessment projects. Property owners, who elect to utilize the special assessment process to finance their portion of the project, rather than prefunding their portion of the project costs through some other means, repay the fund, plus interest, via an annual charge placed on their summer property tax bill.

## Special Assessment Revolving Fund

### FUND 688 - SPECIAL ASSESSMENT REVOLVING FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
Special assessments	\$ 86,840	\$ 454,721	\$ 453,734	\$ 43,000
Total operating revenues	86,840	454,721	453,734	43,000
<b>Operating Expenses</b>				
Total operating expenses	-	-	-	-
Net Operating Income (Loss)	86,840	454,721	453,734	43,000
<b>Non-operating Revenues</b>				
Special assessment interest earnings	8,454	20,000	13,045	15,500
Investment earnings	43,949	30,000	9,188	9,200
Total non-operating revenues	52,403	50,000	22,233	24,700
<b>Other Financing Uses</b>				
Operating transfers out	(136,000)	(534,721)	(533,734)	(123,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	3,243	(30,000)	(57,767)	(55,300)
Non-working Capital Adjustments	(2,936)	-	-	-
<b>Working Capital - beginning of year</b>	2,264,904	2,265,211	2,265,211	2,207,444
<b>Working Capital - end of year</b>	\$ 2,265,211	\$ 2,235,211	\$ 2,207,444	\$ 2,152,144





## **Debt Service Fund**

*for the Fiscal Year Ending June 30, 2011*

### **Debt Service Fund Schedule of Debt Requirements**



### **Service Statement**

The Debt Service Fund is used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

FUND 301 - DEBT SERVICE FUND  
DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
Fiscal Year Ending June 30, 2011

	2008-09	2009-10		2010-11
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes	\$ 605,279	\$ 575,755	\$ 578,646	\$ 621,914
Industrial facilities taxes	22,611	25,383	25,459	29,213
Transfer in - General Fund	1,731,350	1,806,942	1,811,975	1,807,780
Investment earnings	14,145	10,000	2,000	2,000
Total revenues	<u>2,373,385</u>	<u>2,418,080</u>	<u>2,418,080</u>	<u>2,460,907</u>
<b>Expenditures</b>				
Debt service - principal	930,000	930,000	930,000	965,000
Debt service - interest	582,379	686,756	686,756	653,044
Agent fees	150	150	150	150
Tax roll adjustments	11,678	-	-	-
Transfer out - Wastewater Fund	834,964	836,395	836,395	842,713
Total expenditures	<u>2,359,171</u>	<u>2,453,301</u>	<u>2,453,301</u>	<u>2,460,907</u>
Excess of Revenues Over (Under) Expenditures	14,214	(35,221)	(35,221)	-
<b>Fund Balance - beginning of year</b>	<u>21,007</u>	<u>35,221</u>	<u>35,221</u>	<u>-</u>
<b>Fund Balance - end of year</b>	<u>\$ 35,221</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## SCHEDULE OF DEBT REQUIREMENTS (PRINCIPAL AND INTEREST)

	MATURITY	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Debt Service Fund</b>						
2008 Judgement Bonds	05/01/23	\$ 1,618,043	\$ 1,618,063	\$ 1,621,813	\$ 1,629,113	\$ 1,630,713
<b>Wastewater Fund</b>						
2001 Sewer Bonds (Note 1)	05/01/11	653,126	-	-	-	-
2001 Sewer SRF Bonds (Note 2)	04/01/22	315,977	315,101	314,102	317,976	316,602
2005 Sewer Refunding Bonds (Note 1)	05/01/21	435,143	1,102,555	1,116,108	1,132,455	1,131,330
Total Wastewater Fund		1,404,246	1,417,656	1,430,210	1,450,431	1,447,932
<b>Water Fund</b>						
2002 Water Revenue Refunding Bonds	09/01/16	616,093	651,930	673,047	691,858	693,791
2006 Saginaw-Midland Revenue Bonds	09/01/20	92,424	81,244	77,287	82,534	85,245
2009 Saginaw-Midland Refunding Bonds	09/01/16	475,878	452,424	431,610	414,483	411,972
Total Water Fund		1,184,395	1,185,598	1,181,944	1,188,875	1,191,008
<b>Civic Arena Fund</b>						
2004 Limited Tax GO Bonds	05/01/30	358,083	362,458	361,458	365,270	363,708
Sanitary Landfill - interfund loan	01/01/12	275,010	268,462	-	-	-
Total Civic Arena Fund		633,093	630,920	361,458	365,270	363,708
<b>Total Debt</b>		<u>\$ 4,839,777</u>	<u>\$ 4,852,237</u>	<u>\$ 4,595,425</u>	<u>\$ 4,633,689</u>	<u>\$ 4,633,361</u>

## SCHEDULE OF DEBT REQUIREMENTS (PRINCIPAL AND INTEREST)

	MATURITY	2015-16	2016-17	2017-18	2018-19	THEREAFTER
<b>Debt Service Fund</b>						
2008 Judgement Bonds	05/01/23	\$ 1,630,513	\$ 1,628,513	\$ 1,628,188	\$ 1,625,800	\$ 6,469,632
<b>Wastewater Fund</b>						
2001 Sewer Bonds (Note 1)	05/01/11	-	-	-	-	-
2001 Sewer SRF Bonds (Note 2)	04/01/22	315,101	318,477	316,601	314,602	944,243
2005 Sewer Refunding Bonds (Note 1)	05/01/21	1,128,220	1,128,510	1,131,973	1,128,373	2,262,900
Total Wastewater Fund		1,443,321	1,446,987	1,448,574	1,442,975	3,207,143
<b>Water Fund</b>						
2002 Water Revenue Refunding Bonds	09/01/16	693,506	680,189	-	-	-
2006 Saginaw-Midland Revenue Bonds	09/01/20	85,521	85,701	213,326	205,581	387,721
2009 Saginaw-Midland Refunding Bonds	09/01/16	413,009	426,977	-	-	-
Total Water Fund		1,192,036	1,192,867	213,326	205,581	387,721
<b>Civic Arena Fund</b>						
2004 Limited Tax GO Bonds	05/01/30	366,958	369,595	366,595	368,395	4,127,385
Sanitary Landfill - interfund loan	01/01/12	-	-	-	-	-
Total Civic Arena Fund		366,958	369,595	366,595	368,395	4,127,385
<b>Total Debt</b>		<u>\$ 4,632,828</u>	<u>\$ 4,637,962</u>	<u>\$ 3,656,683</u>	<u>\$ 3,642,751</u>	<u>\$14,191,881</u>

### NOTE 1:

The 2005 Sewer Refunding Bonds were issued to refund \$9,025,000 of the 2001 Sewer Bonds in September, 2005. The remaining 2001 Bonds and the 2005 Bonds are to be funded 40% by sewer service fees and 60% by debt tax levy.

### NOTE 2:

The 2001 Sewer SRF Bonds were issued in December, 2001, and are to be funded 40% by sewer services fees and 60% by debt tax levy.





## **Trends and Summaries**

*for the Fiscal Year Ending June 30, 2011*

**Net Cost of Certain Departments**

**Budget Consolidation**

**General Fund Revenue and Expenditures by Function**

**Capital Purchases and Projects**

**General Fund Five-Year Capital Plan**

**Authorized Employees by Fiscal Year**

**Comparative Tax Rates per \$1,000 of Taxable Value**

**Combined Tax Rates Per \$1,000 of Taxable Value**

**Schedule of Taxable Values**

**2010 Ten Largest Taxpayers**

**Constitutional Tax Limitations**





## Net Cost of Certain Departments

FUND 101 - GENERAL FUND  
NET COST OF CERTAIN DEPARTMENTS  
Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10		2010-11 Adopted
		Budget	Estimate	
<b>Building</b>				
Licenses and permits	\$ 510,956	\$ 454,185	\$ 379,353	\$ 235,780
Expenditures				
Personal services	605,173	619,275	611,551	644,222
Supplies	8,321	9,835	9,235	11,235
Other charges	36,190	75,728	49,233	39,356
Total expenditures	649,684	704,838	670,019	694,813
Net cost of department	<u>\$ 138,728</u>	<u>\$ 250,653</u>	<u>\$ 290,666</u>	<u>\$ 459,033</u>
<b>Cemetery</b>				
Charges for services	\$ 107,774	\$ 120,000	\$ 94,516	\$ 115,000
Expenditures				
Personal services	120,170	140,732	198,592	279,861
Supplies	15,517	14,935	13,224	12,915
Other charges	41,434	43,644	48,545	47,929
Capital outlay	-	48,836	48,836	15,000
Total expenditures	177,121	248,147	309,197	355,705
Net cost of department	<u>\$ 69,347</u>	<u>\$ 128,147</u>	<u>\$ 214,681</u>	<u>\$ 240,705</u>
<b>Plymouth Pool and Stratford Woods</b>				
Use and admission fees	\$ 82,230	\$ 71,500	\$ 62,622	\$ 70,400
Expenditures				
Personal services	74,183	68,588	77,494	76,123
Supplies	33,918	25,560	25,837	24,160
Other charges	43,470	54,311	62,346	39,740
Capital outlay	5,850	6,500	6,500	6,500
Total expenditures	157,421	154,959	172,177	146,523
Net cost of department	<u>\$ 75,191</u>	<u>\$ 83,459</u>	<u>\$ 109,555</u>	<u>\$ 76,123</u>

## Net Cost of Certain Departments

FUND 101 - GENERAL FUND  
NET COST OF CERTAIN DEPARTMENTS  
Fiscal Year Ending June 30, 2011

	2008-09 Actual	2009-10 Budget	2009-10 Estimate	2010-11 Adopted
<b>Other Recreation Programs</b>				
Use and admission fees	\$ 121,503	\$ 134,600	\$ 123,428	\$ 136,550
Expenditures				
Personal services	235,751	225,722	202,611	376,376
Supplies	38,710	44,349	42,120	43,469
Other charges	97,116	91,967	85,008	75,986
Capital outlay	18,831	-	-	-
Total expenditures	390,408	362,038	329,739	495,831
Net cost of department	\$ 268,905	\$ 227,438	\$ 206,311	\$ 359,281
(Includes: Recreation, Summer Programs, City Forest and Canoe Livery)				
<b>Airport</b>				
Airport revenue	\$ 197,614	\$ 224,929	\$ 207,269	\$ 225,615
Expenditures				
Personal services	13,517	14,395	18,146	18,653
Supplies	6,699	8,700	7,977	7,400
Other charges	275,386	297,973	280,330	277,597
Capital outlay	18,642	42,727	42,639	15,000
Total expenditures	314,244	363,795	349,092	318,650
Net cost of department	\$ 116,630	\$ 138,866	\$ 141,823	\$ 93,035

Fund	2006-07	2007-08	2008-09	2009-10	2010-11 Adopted
General	\$ 37,973,137	\$ 37,450,647	\$ 36,491,270	\$ 37,049,931	\$ 37,046,585
Major Street	4,664,262	5,004,852	4,756,310	5,302,149	4,118,475
Local Street	2,223,419	2,359,415	3,081,836	2,515,717	2,717,158
Storm Water Management	739,846	825,812	919,358	646,425	609,901
Grace A. Dow Library	3,968,800	4,128,845	4,179,601	3,966,157	3,829,298
CDBG	720,422	366,698	403,589	276,060	373,320
Midland Community Television	517,861	484,265	544,515	520,125	509,710
DDA	822,270	798,267	758,842	450,490	406,724
Dial-A-Ride	2,236,203	2,108,952	2,075,458	2,035,002	1,853,331
Housing	82,000	127,000	127,000	167,000	202,000
Special Activities	36,640	56,400	91,400	83,400	80,070
Debt Service	813,709	831,323	834,964	2,453,301	2,460,907
DDA Debt Service	83,975	103,700	-	-	-
Civic Arena	2,238,085	2,285,227	1,858,523	1,951,670	1,801,680
Landfill	4,167,024	5,347,572	4,637,875	6,208,080	4,056,982
Washington Woods	1,354,617	1,407,642	1,519,863	1,396,981	1,365,521
Riverside Place	1,161,954	1,318,697	1,362,358	1,340,454	1,366,255
Currie Municipal Golf Course	849,228	1,223,672	1,380,386	1,670,915	1,254,440
Parking	151,593	167,248	170,250	144,481	146,085
Wastewater	5,581,782	5,799,930	6,550,560	6,750,322	6,528,868
Water	10,461,291	11,094,982	11,314,321	13,114,127	10,395,515
Information Services - Operations	1,215,937	1,171,527	1,174,647	1,712,824	1,405,498
Information Services - Computer Rental	195,500	354,716	161,941	171,650	182,260
Geographic Information Systems	676,949	470,584	482,260	546,238	354,977
Equipment Revolving	3,522,825	4,637,904	4,423,975	3,978,510	3,872,228
Municipal Service Center	299,868	293,030	611,923	617,616	572,683
Property/Liability Insurance	918,754	919,471	902,249	896,830	853,391
Municipal Service Annex	-	-	18,220	23,744	23,609
Renewable Energy Services	-	-	-	-	273,589
Special Assessment Revolving	112,000	50,000	50,000	120,000	123,000
Health Insurance	-	-	-	10,712,000	10,800,000
Subtotal	<u>87,789,951</u>	<u>91,188,378</u>	<u>90,883,494</u>	<u>106,822,199</u>	<u>99,584,060</u>
Eliminations:					
Interfund Transfers	7,492,643	4,994,996	5,143,686	7,040,843	6,160,575
Administrative Charges	1,846,900	1,921,686	2,403,301	2,529,720	2,424,626
Building/Equipment Rental	3,594,776	3,947,220	4,262,026	4,513,291	4,263,855
Information Services Charges	1,130,050	1,163,100	1,593,095	1,476,542	1,367,197
Insurance Charges	869,380	803,365	782,699	11,385,830	10,413,940
Total Eliminations	<u>14,933,749</u>	<u>12,830,367</u>	<u>14,184,807</u>	<u>26,946,226</u>	<u>24,630,193</u>
Consolidated Budget	<u>\$ 72,856,202</u>	<u>\$ 78,358,011</u>	<u>\$ 76,698,687</u>	<u>\$ 79,875,973</u>	<u>\$ 74,953,867</u>

# General Fund Revenue & Expenditures by Function

## FUND 101 - GENERAL FUND REVENUE AND EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2011

	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
<b>Revenues</b>										
Property taxes	\$ 26,720,882	\$ 27,688,995	\$ 27,018,355	\$ 28,265,786	\$ 31,234,500	\$ 24,018,429	\$ 23,893,233	\$ 31,421,804	\$ 29,139,238	\$ 25,755,270
Licenses and permits	442,362	537,986	505,920	511,525	479,135	453,306	475,752	435,488	534,831	510,956
Intergovernmental	3,987,064	4,324,300	4,363,762	3,986,539	3,770,404	3,725,852	3,816,536	3,586,114	3,536,463	3,448,716
Charges for services	1,103,281	1,282,100	1,405,569	1,489,584	1,557,862	1,564,170	1,629,310	1,734,615	1,797,214	2,181,112
Use and admission fees	544,312	553,197	615,346	639,979	769,802	793,646	179,854	190,969	179,457	203,733
Investment earnings	2,068,644	2,916,596	1,366,174	896,991	833,946	1,172,730	2,192,801	2,687,964	1,682,234	420,150
Other revenue	609,442	671,394	696,916	550,240	949,326	892,755	791,976	935,303	1,254,106	1,069,393
Interfund transfers	755,422	4,290	11,073	39,520	241,266	23,738	214,364	22,757	54,414	80,183
Bond issue proceeds	-	-	-	-	-	-	-	-	-	17,677,757
From (To) fund balance	(8,098,693)	(9,050,580)	(5,224,699)	(3,469,607)	(3,023,559)	7,121,519	2,852,678	4,155,462	8,680,887	18,426,587
	<u>\$ 28,132,716</u>	<u>\$ 28,928,278</u>	<u>\$ 30,758,416</u>	<u>\$ 32,910,557</u>	<u>\$ 36,812,682</u>	<u>\$ 39,766,145</u>	<u>\$ 36,046,504</u>	<u>\$ 45,170,476</u>	<u>\$ 46,858,844</u>	<u>\$ 69,773,857</u>
<b>Expenditures</b>										
General government	\$ 6,474,277	\$ 3,524,934	\$ 3,724,584	\$ 3,957,102	\$ 4,269,394	\$ 4,260,636	\$ 4,418,846	\$ 4,435,793	\$ 4,705,551	\$ 5,972,261
Public safety	8,070,660	8,089,693	8,450,083	9,027,669	9,534,824	10,904,984	11,725,041	12,234,339	12,713,443	14,825,441
Public works	1,645,654	1,913,835	1,828,143	1,948,951	2,023,356	2,026,257	1,943,460	2,044,430	2,278,585	2,601,674
Sanitation	1,990,304	2,014,722	2,049,099	2,001,409	2,094,872	2,094,429	2,346,672	2,209,944	2,338,538	2,500,680
Parks and recreation	3,124,888	3,265,055	3,341,863	3,402,859	3,595,215	3,819,888	3,410,226	3,491,779	3,564,528	4,213,868
Airports	266,377	151,400	151,719	160,330	184,629	201,403	176,711	321,351	316,207	309,191
Other function	2,572,006	6,075,547	8,730,390	8,420,785	8,406,412	10,560,488	6,447,071	14,958,199	18,366,909	35,228,260
Interfund transfers	3,988,550	3,893,092	2,482,535	3,991,452	6,703,980	5,898,060	5,578,477	5,474,641	2,575,083	4,122,482
	<u>\$ 28,132,716</u>	<u>\$ 28,928,278</u>	<u>\$ 30,758,416</u>	<u>\$ 32,910,557</u>	<u>\$ 36,812,682</u>	<u>\$ 39,766,145</u>	<u>\$ 36,046,504</u>	<u>\$ 45,170,476</u>	<u>\$ 46,858,844</u>	<u>\$ 69,773,857</u>

# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2010-11 BUDGET

	2010-11 Adopted
<b>GENERAL FUND</b>	
<b>GENERAL GOVERNMENT</b>	
<b>City Assessor</b>	
BS&A software upgrade	\$ 15,000
<b>City Hall</b>	
Copier replacement - 1st floor	6,000
<b>TOTAL GENERAL GOVERNMENT</b>	<b>21,000</b>
<b>PUBLIC SAFETY</b>	
<b>Fire</b>	
<i>Fire Administration</i>	
Color copier	10,000
<i>Fire Fighting</i>	
Boiler replacement - Station 1	35,000
<b>TOTAL PUBLIC SAFETY</b>	<b>45,000</b>
<b>PUBLIC WORKS/SANITATION</b>	
<b>Sidewalk Maintenance</b>	
Sidewalk grinder	6,000
<b>TOTAL PUBLIC WORKS/SANITATION</b>	<b>6,000</b>
<b>PARKS AND RECREATION</b>	
<b>Parks</b>	
Play equipment	35,000
<b>Plymouth Park Pool</b>	
Boiler system replacement	6,500
<b>Cemetery</b>	
Re-sealing of roads	15,000
<b>TOTAL PARKS AND RECREATION</b>	<b>56,500</b>
<b>BARSTOW AIRPORT</b>	
Hangar maintenance/upgrades	15,000
<b>GENERAL CONSTRUCTION - included in operating transfers out</b>	
Sidewalk improvement program	63,000
Way-finding sign maintenance	15,000
	78,000
<b>TOTAL GENERAL FUND</b>	<b>\$ 221,500</b>

# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2010-11 BUDGET

	2010-11 Adopted
<b>MAJOR STREET FUND - included in operating transfers out</b>	
Ashman Street: Waldo to US-10	\$ 630,000
Joe Mann Boulevard: Eastman to Cinema	420,000
Surface treatment and crack sealing	243,000
Bridge scour protection	30,000
Ditch cleaning	50,000
Non-motorized transportation improvements (includes \$2,000 grant)	27,000
Project preliminary engineering	20,000
Traffic sign upgrade	35,000
Traffic signal upgrade	30,000
Dow expansion projects - transportation improvements - Category A Grant	30,000
Contributed capital projects	50,000
	<u>\$ 1,565,000</u>
<b>LOCAL STREET FUND - included in operating transfers out</b>	
Birchfield Drive: Ashman to Lambros	\$ 133,000
Curb replacement and pavement patching	200,000
Dawn Drive: Ashman to Lambros	97,000
Fernside Street: Ashman to Lambros	137,000
Greenway Drive: Ashman to Sugnet	155,000
Townsend Street: Buttles to Pine	102,000
Surface treatment and crack sealing	300,000
	<u>\$ 1,124,000</u>
<b>STORM WATER UTILITY FUND</b>	
Wackerly culvert replacement at Siebert Drain	<u>\$ 40,000</u>
<b>GRACE A. DOW LIBRARY FUND</b>	
Auditorium projector	<u>\$ 4,000</u>
<b>DIAL-A-RIDE FUND</b>	
Copier	\$ 5,300
Radio replacement	45,000
	<u>\$ 50,300</u>
<b>CIVIC ARENA FUND</b>	
Future capital needs	\$ 20,000
Storage shed	15,000
	<u>\$ 35,000</u>
<b>LANDFILL FUND</b>	
Infrastructure and road improvements	\$ 30,000
Pumping equipment	5,000
Trash compactor	180,000
Excavator	115,000
Gas to energy	1,000,000
Fencing/gates - site perimeter	20,000
	<u>\$ 1,350,000</u>
<b>WASHINGTON WOODS FUND</b>	
Resurface front parking lot	<u>\$ 6,000</u>

# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2010-11 BUDGET

	2010-11 Adopted
<b>RIVERSIDE PLACE FUND</b>	
Back entrance door	\$ 10,000
Tractor	7,295
	<u>\$ 17,295</u>
<b>GOLF COURSE FUND</b>	
Greens aerator	\$ 21,000
Tow behind debris blower	6,800
Course maintenance equipment	23,200
	<u>\$ 51,000</u>
<b>WASTEWATER FUND</b>	
Roof replacements	\$ 25,000
Door replacements	8,000
Variable frequency drive	8,000
Submersible pump	25,000
Instrumentation	5,000
Auto sampler replacement	12,000
Spot lining equipment	5,000
Sewage valves	20,000
Gas monitor	15,000
Centrifugal pump	20,000
Cathodic protection	7,000
Sludge thickener	80,000
Sludge pump	22,000
Hand rails	40,000
Camera tractor	15,000
Trickling filter fans	15,000
PLC equipment	10,000
Plant maintenance software	15,000
Telemetry	5,000
Miscellaneous sewer linings	50,000
Miscellaneous sanitary sewer repairs	50,000
Manhole rehabilitation	100,000
Miscellaneous concrete repairs	182,000
Ashman Street: Stratford Woods Drive to Pump Station	226,000
	<u>\$ 960,000</u>
<b>WATER FUND</b>	
Freight elevator safety brake	\$ 25,000
Passenger elevator door safety edge	5,700
Flat bed trailer	6,000
Handheld meter reader	22,500
New water services	100,000
River Crossing: Chippewasee Park to Towsley	121,000
Sugnet: Main to Northwood	623,000
Gas to energy project - Water treatment plant	100,000
Drain vaults - Water treatment plant	60,000
Water main extension - West Wackerly from Stark to Hang Time	85,000
	<u>\$ 1,148,200</u>



## Capital Purchases & Projects

### CAPITAL PURCHASES & PROJECTS 2010-11 BUDGET

	2010-11 Adopted
<b>INFORMATION SERVICES - OPERATIONS FUND</b>	
New software purchase and implementation - Year 2 of 2	\$ 143,350
Email and calendar software and hardware	20,000
Phone and voicemail system upgrade/replacement	20,000
	<u>\$ 183,350</u>
<b>GEOGRAPHIC INFORMATION SYSTEMS FUND</b>	
Enterprise GIS software	\$ 15,000
Enterprise GIS hardware	10,000
	<u>\$ 25,000</u>
<b>EQUIPMENT REVOLVING FUND</b>	
Fuel pump replacement	\$ 20,000
Industrial parts washer	8,000
Patrol cars (5) - Police	127,500
Tender truck - DPS	180,000
Dump trucks with blade (2) - DPS	220,000
Refuse trucks (2) - DPS	550,000
	<u>\$ 1,105,500</u>
<b>MUNICIPAL SERVICE CENTER FUND</b>	
Copier	\$ 7,000
Building lighting improvements	5,000
Radio system replacement	258,963
	<u>\$ 270,963</u>
<b>MUNICIPAL SERVICES ANNEX FUND</b>	
Future capital needs	\$ 5,000
<b>TOTAL ALL FUNDS</b>	<u>\$ 8,162,108</u>



# General Fund Five-Year Capital Plan

## GENERAL FUND FIVE-YEAR CAPITAL PLAN

GENERAL FUND ACTIVITY	2010-11	2011-12	2012-13	2013-14	2014-15
Human Resources	\$ -	\$ 7,000	\$ -	\$ -	\$ -
Treasurer	-	5,000	5,000	5,000	5,000
City Hall	6,000	15,000	125,000	-	-
Fire Administration	10,000	300,000	300,000	300,000	300,000
Fire Fighting	35,000	5,000	5,000	15,000	-
Engineering	-	53,000	5,500	21,000	30,000
Public Works Activities	-	-	10,000	-	51,000
Public Works Sidewalk Maintenance	6,000	-	-	6,000	-
Traffic Services	-	13,000	15,000	10,000	25,000
Parks	35,000	55,000	78,000	71,000	71,000
Recreation	-	20,000	20,000	-	-
City Forest	-	10,000	-	-	-
Plymouth Park Pool	6,500	20,000	26,000	20,000	20,000
Cemetery	15,000	-	15,000	9,500	-
Barstow Airport	15,000	34,000	615,000	45,000	319,000
General Construction	65,000	65,000	65,000	65,000	65,000
	<u>\$ 193,500</u>	<u>\$ 602,000</u>	<u>\$ 1,284,500</u>	<u>\$ 567,500</u>	<u>\$ 886,000</u>

# Authorized Employees by Fiscal Year

## AUTHORIZED EMPLOYEES BY FISCAL YEAR

	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
<b><u>FULL-TIME EMPLOYEES</u></b>							
<b>General Fund:</b>							
General Government							
<i>City Manager</i>	4	4	4	4	4	4	3
<i>City Clerk</i>	4	4	4	4	4	4	4
<i>City Treasurer</i>	6	6	6	6	6	4	4
<i>Assessing</i>	6	5	5	5	5	5	4
<i>City Attorney</i>	3	3	3	3	3	3	3
<i>Finance</i>	7	7	8	8	8	8	8
<i>Human Resources/Risk Management</i>	5	5	5	5	4	4	4
<i>Purchasing</i>	1	1	1	1	1	1	1
Public Safety							
<i>Police</i>	52	51	51	51	51	51	50
<i>Fire</i>	46	46	46	46	46	46	46
<i>Building Inspection</i>	7	7	7	7	7	6	6
<i>Planning</i>	6	6	6	6	6	4	4
Public Works							
<i>Engineering</i>	15	15	15	15	15	14	12
<i>Public Services</i>	44	44	44	44	43	39	38
Parks and Recreation	33	33	34	34	34	29	25
<b>TOTAL GENERAL FUND</b>	239	237	239	239	237	222	212
<b>Other Funds:</b>							
Grace A. Dow Library	23	23	23	23	21	20	19
Downtown Development Authority	1	1	1	1	1	1	0
Dial-A-Ride	7	7	7	6	6	6	6
Civic Arena	-	-	-	-	-	2	2
Landfill	8	8	8	8	9	9	9
Senior Housing							
<i>Washington Woods</i>	8	8	7	7	7	6	6
<i>Riverside Place</i>	6	6	6	6	6	6	6
Currie Municipal Golf Course	-	-	-	1	3	4	7
Wastewater	22	22	22	22	22	20	20
Water	36	36	36	36	36	35	34
Midland Community Television	4	4	4	3	3	3	3
Equipment Revolving	15	15	15	15	15	15	15
Municipal Service Center	1	1	-	1	1	1	1
Information Services - Operations	7	7	7	6	6	6	6
Geographic Information Systems	-	2	2	2	2	2	1
<b>TOTAL FULL-TIME EMPLOYEES</b>	<u>377</u>	<u>377</u>	<u>377</u>	<u>376</u>	<u>375</u>	<u>358</u>	<u>347</u>
<b><u>PART-TIME EMPLOYEES</u></b>							
Grace A. Dow Library	36	35	35	35	36	33	33
Dial-A-Ride	31	33	33	33	33	32	32
Crossing Guards	18	16	16	16	16	16	16
Other	19	20	22	23	25	27	28
<b>TOTAL PART-TIME EMPLOYEES</b>	<u>104</u>	<u>104</u>	<u>106</u>	<u>107</u>	<u>110</u>	<u>108</u>	<u>109</u>

## Comparative and Combined Tax Rates

### COMPARATIVE TAX RATES PER \$1,000 OF TAXABLE VALUE

<u>FISCAL YEAR</u>	<u>OPERATING</u>	<u>DEBT SERVICE</u>	<u>TOTAL MILLAGE</u>
2010-11	13.67	0.27	13.94
2009-10	13.67	0.27	13.94
2008-09	12.70	0.29	12.99
2007-08	12.00	0.24	12.24
2006-07	11.87	0.23	12.10
2005-06	9.17	0.62	9.79
2004-05	9.23	0.64	9.87
2003-04	12.26	0.64	12.90
2002-03	11.09	0.67	11.76
2001-02	11.25	0.75	12.00

### COMBINED TAX RATES PER \$1,000 OF TAXABLE VALUE

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
<b>HOMESTEAD PROPERTY</b>					
City of Midland	12.1000	12.2400	12.9900	13.9400	13.9400
Midland Public Schools	5.3284	5.2129	4.2942	2.7890	
Midland County	8.0555	8.5555	8.7055	8.8355	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	1.1756	1.1756	1.1756	2.6756	
<b>Total Homestead Property</b>	<u>34.7022</u>	<u>35.2267</u>	<u>35.2080</u>	<u>36.2828</u>	<u>13.9400</u>
<b>NON-HOMESTEAD PROPERTY</b>					
City of Midland	12.1000	12.2400	12.9900	13.9400	13.9400
Midland Public Schools	20.0000	20.0000	20.0000	18.5000	
Midland County	8.0555	8.5555	8.7055	8.8355	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	1.1756	1.1756	1.1756	2.6756	
<b>Total Non-Homestead Property</b>	<u>49.3738</u>	<u>50.0138</u>	<u>50.9138</u>	<u>51.9938</u>	<u>13.9400</u>

# Schedule of Taxable Values

## SCHEDULE OF TAXABLE VALUES (IN \$1,000's)

	2001	2002	2003	2004	2005
<b>BY PROPERTY TYPE</b>					
<i>Real Property</i>					
Residential	\$ 786,634	\$ 830,571	\$ 855,523	\$ 887,351	\$ 921,024
Commercial	205,720	218,879	228,369	239,002	248,086
Industrial	228,985	289,531	875,692	890,760	878,202
Total Real	<u>1,221,339</u>	<u>1,338,981</u>	<u>1,959,584</u>	<u>2,017,113</u>	<u>2,047,312</u>
<i>Personal Property</i>					
Commercial	58,952	60,514	62,318	62,176	57,139
Industrial	375,692	372,003	352,053	326,668	308,666
Utility	583,913	785,075	19,887	19,232	18,924
Total Personal	<u>1,018,557</u>	<u>1,217,592</u>	<u>434,258</u>	<u>408,076</u>	<u>384,729</u>
Total Real & Personal	<u>\$ 2,239,896</u>	<u>\$ 2,556,573</u>	<u>\$ 2,393,842</u>	<u>\$ 2,425,189</u>	<u>\$ 2,432,041</u>
<b>BY TAXPAYER CLASS</b>					
Residential	\$ 786,634	\$ 830,571	\$ 855,523	\$ 887,351	\$ 921,024
Commercial	264,672	279,393	290,687	301,178	305,225
Industrial and Utility	1,188,590	1,446,609	1,247,632	1,236,660	1,205,792
Total	<u>\$ 2,239,896</u>	<u>\$ 2,556,573</u>	<u>\$ 2,393,842</u>	<u>\$ 2,425,189</u>	<u>\$ 2,432,041</u>

	2006	2007	2008	2009	2010
<b>BY PROPERTY TYPE</b>					
<i>Real Property</i>					
Residential	\$ 956,874	\$ 985,928	\$ 971,965	\$ 979,020	\$ 951,563
Commercial	261,932	275,311	277,831	297,392	316,006
Industrial	900,623	852,016	428,969	437,613	611,163
Total Real	<u>2,119,429</u>	<u>2,113,255</u>	<u>1,678,765</u>	<u>1,714,025</u>	<u>1,878,732</u>
<i>Personal Property</i>					
Commercial	64,269	70,904	64,475	61,052	56,320
Industrial	307,200	309,577	329,777	362,793	346,800
Utility	19,021	31,466	18,928	20,114	21,256
Total Personal	<u>390,490</u>	<u>411,947</u>	<u>413,180</u>	<u>443,959</u>	<u>424,376</u>
Total Real & Personal	<u>\$ 2,509,919</u>	<u>\$ 2,525,202</u>	<u>\$ 2,091,945</u>	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>
<b>BY TAXPAYER CLASS</b>					
Residential	\$ 956,874	\$ 985,928	\$ 971,965	\$ 979,020	\$ 951,563
Commercial	326,201	346,215	342,306	358,444	372,326
Industrial and Utility	1,226,844	1,193,059	777,674	820,520	979,219
Total	<u>\$ 2,509,919</u>	<u>\$ 2,525,202</u>	<u>\$ 2,091,945</u>	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>

## 2010 Ten Largest Taxpayers

### 2010 Ten Largest Taxpayers

<u>Name</u>	<u>Taxable Value</u>	<u>% of City Total</u>
Midland Congeneration Venture	\$ 421,042,200	18.28%
Dow Chemical/Dow Agrosiences	368,240,599	15.99%
Dow Corning	132,446,565	5.75%
Consumers Power Company	19,811,708	0.86%
Midland Mall LLC	16,654,631	0.72%
Ashman Court/H Hotel	9,481,433	0.41%
Quebecor World Inc	9,679,348	0.42%
Meijers Inc	7,082,591	0.31%
Midland Mulberry/Robin LLC	7,072,200	0.31%
Hotel Holdings Cinema	7,063,060	0.31%
Total	<u>\$ 998,574,335</u>	<u>43.36%</u>
City of Midland Total	\$ 2,303,108,341	

The above values represent 43.36% of the total 2010 taxable value of the City of Midland as of December 31, 2009 totaling \$2,303,108,341. The Individual values are for real and personal property owned by the designated taxpayer, but not including industrial facilities taxable amounts.

The information furnished is from sources believed to be reliable. No guarantee is made as to the accuracy thereof and it is submitted subject to error, omissions, changes or withdrawal without notice.

## City of Midland Rollback Provisions – 2010 Assessment Year for 2010-2011 Fiscal Year

### **Headlee Rollback (Constitution, Art 9, Sec 31 and 211.34d M.C.L.)**

If the taxable valuation (TV) of property excluding the value of new construction and improvements, increases by a larger percentage than the increase in the General Price Level (as measured by the annual average of the United States Consumer Price Index for all urban consumers) from the previous year, the maximum authorized rate (operating millage rate) applied shall be reduced to yield the same gross revenue from existing property, adjusted for changes in the General Price Level.

The 2010 Millage Reduction Formula (MRF) is calculated as:

$$2010 \text{ MRF} = \frac{(\text{Total 2009 TV} - \text{2009 Losses TV}) \times \text{Inflation Rate Multiplier}}{\text{Total 2010 Taxable} - \text{2010 Additions TV}}$$

$$2010 \text{ MRF} = \frac{(2,157,983,712 - 48,915,967) \times .997}{2,303,108,341 - 67,772,515}$$

$$2010 \text{ MRF} = \frac{2,109,067,745 \times .997}{2,235,335,826}$$

$$2010 \text{ MRF} = \frac{2,102,740,542}{2,235,335,826}$$

$$2010 \text{ MRF} = .9407$$

The current year Millage Reduction Fraction cannot exceed 1.0000 in the computation of the maximum allowable millage. The 2010 millage rate permanently reduced multiplied by 0.9407 results in a maximum allowable millage rate for 2010 of 16.81 mills.

### **Truth in Taxation Rollback (1982 P.A. 5, Sec 211.24e M.C.L.)**

Since the City of Midland is in compliance with section 16 of the Uniform Budgeting and Accounting Act, P.A., 2 of 1968, being section 141.436 of the Michigan Compiled Laws, additional public notice of increasing property taxes is not required for 2010. The calculations however, are shown below.

Required information:

1. 2009 Total Taxable Value (TV)	2,157,983,712
2. 2010 Total Taxable Value	2,303,108,341
3. 2009 Losses TV, without transfers to another classification	48,915,967
4. 2010 Additions TV, without transfers to another classification	67,772,515
5. 2010 CPI =	.997

The Base Tax Rate Fraction (BTRF) is calculated as:

$$2010 \text{ BTRF} = \frac{2009 \text{ Total Taxable} - 2009 \text{ Losses TV}}{2010 \text{ Total Taxable} - 2010 \text{ Additions TV}}$$

$$2010 \text{ BTRF} = \frac{2,157,983,712 - 48,915,967}{2,303,108,341 - 67,772,515}$$

$$2010 \text{ BTRF} = \frac{2,109,067,745}{2,235,335,826}$$

$$2010 \text{ BTRF} = .9435$$

The Base Tax Rate (BTR) is calculated by multiplying the Base Tax Rate Fraction (BTRF) by the operating tax rate levied in the immediately preceding year.

$$\text{BTR} = 2009 \text{ Operating Tax Rate} \times \text{BTRF}$$

$$\text{BTR} = 13.94 \times .9435$$

$$\text{BTR} = 13.1524$$

The Base Tax Rate of 13.1524 multiplied by the 2010 estimated Taxable Value of \$2,303,108,341 equals \$30,291,402 or the Base Operating Levy in dollars that can be derived from the Base Tax Rate for city operations for the fiscal year 2010-2011.

### **Truth in Assessing (1981 P.A. 213, Sec 211.34, M.C.L.)**

Under Public Act 213 of 1981 as amended, the City is restricted to an operating levy based on the local taxable value based on the assessed valuation total rather than a full levy based on the taxable value based on the State Equalized Valuation.

The Truth in Assessing rollback fraction is calculated as:

$$2010 \text{ Sec 34 rollback fraction} = \frac{\text{Total Taxable Value Based on Assessed Value}}{\text{Total Taxable Value Based on SEV}}$$

$$= \frac{2,303,108,341}{2,303,108,341}$$

$$= 1.0000$$

## Constitutional Tax Limitations

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$$\begin{aligned}\text{Allowable Rate} &= \frac{\text{Max Authorized Operating Rate} \times \text{Total AV}}{\text{Total State Equalized Value}} \\ &= \frac{16.81^* \text{ mills} \times 2,303,108,341}{2,303,108,341} \\ &= 16.81 \text{ mills, allowable tax rate}\end{aligned}$$

\*The maximum authorized millage rate of 16.81 as computed under Headlee Rollback.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Reid Duford".

Reid Duford  
City Assessor  
3-26-10



